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VOICE
OF BUSINESS



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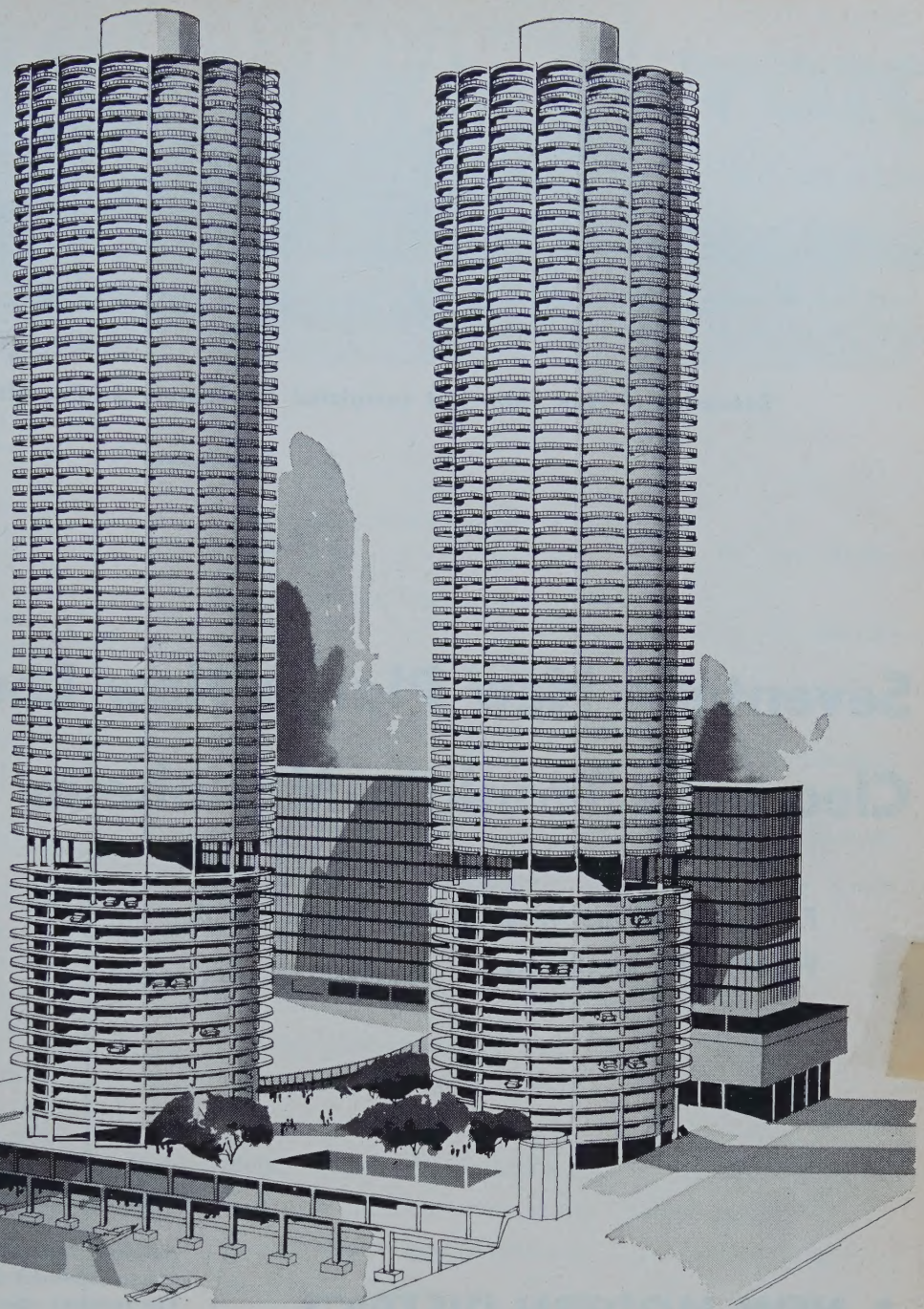
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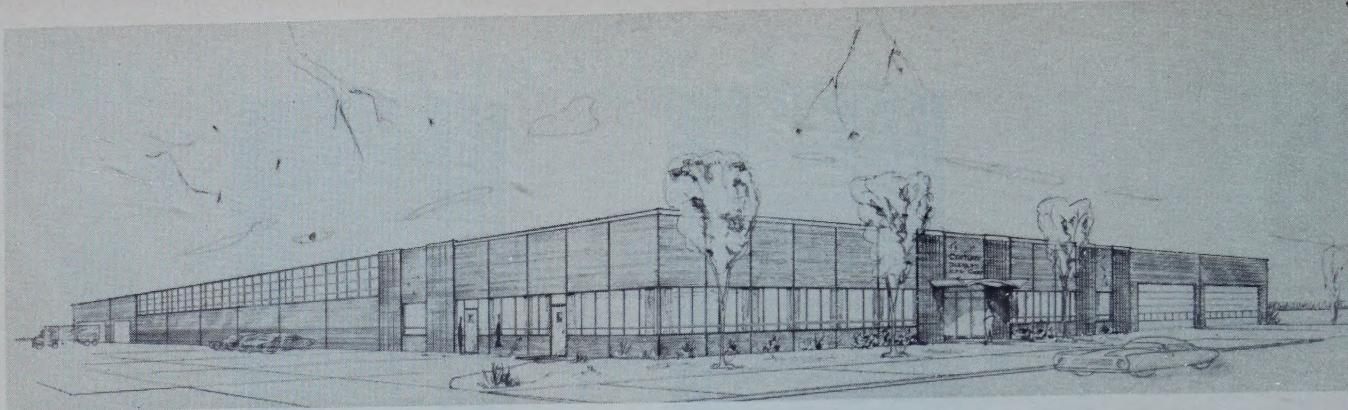
fabulous project is being built on the north bank of the Chicago River between State and Dearborn.

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CHICAGOLAND
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READER'S VIEWPOINT

To the Editor:

I have enjoyed very much Art Mercier's various articles on fishing in the COMMERCE magazine.

Am particularly interested in his comments on walleye fishing at Cumberland during February and March. Could you advise me as to the location of this type of fishing so that I might write for reservations? Failing this, perhaps you can tell me whom I could contact.

Thank you for your cooperation.

GEORGE A. THOMPSON

GREAT LAKES OVERSEAS, INC.

To the Editor:

Congratulations on the article on curling in COMMERCE magazine. I think it is the best article that has ever been written on curling. As you know Tink Kreutzig, editor and publisher of Curling News, has contacted you requesting permission to quote or reprint it. I wish all non-curlers could read it because we who are curlers have had so much fun out of the game we wish everyone could enjoy it. Let's hope your article will help promote this great "non-professional" sport.

EDWARD T. PROSSER

HICKS, PRICE & DONALDSON

To the Editor:

If reprints have been made of the article, "Urban Renewal Is Your Business" by Thomas Buck, which appeared in the September issue of COMMERCE, I would appreciate ten copies being sent to me. These are to be used in connection with re-natal activities in Cicero.

RAY E. WACHTER

DISTRICT SUPERINTENDENT

NORTHERN ILLINOIS GAS COMPANY

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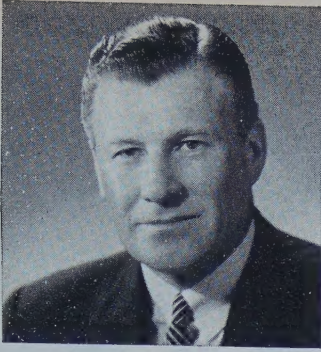
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EYE ON CHICAGOLAND

Thomas H. Coulter

Dear Member:

The aims and purposes of this Association are implemented by more than half a hundred committees which work diligently the year around on literally hundreds of projects which "promote the commercial and industrial growth of the Chicago Metropolitan Area and...foster civic improvements that benefit the general welfare of all who live and work in the area". These business and professional leaders give freely of their time...often sacrificing personal interests to advance those of the entire community.

Representative of this committee work...which all too often is unknown by most of the membership...is that of several groups particularly active lately. These committee members might well be called "Traveling Salesmen for Chicago".

A four-man Port of Chicago information Mission...sponsored by the Harbors and Waterways Committee...visited Cedar Rapids, Iowa last month to encourage use of Chicago's port facilities by Iowa shippers. They told the story of Chicago's growing port facilities and international trade services to the Foreign Trade Bureau and Transportation Bureau of the Cedar Rapids Chamber of Commerce. They made television appearances...too.

Early this month...more than 25 Chicago Area business and government organizations cooperated in a concerted effort to encourage outstanding students at Southern Illinois University in Carbondale to come to Chicago to work and live. Displays were erected in the University Center with the theme of the program set by a large center unit from the Association which highlighted living...social...cultural work advantages of Metropolitan Chicago...Four men from the Association were present to talk about Chicago careers with the students. This marked the first time a Southern Illinois University Career Day had been devoted entirely to a specific section of the country.

In the middle of October...twenty-five members of the Illinois and Governmental Affairs Committees spent three days touring downstate Illinois as guests of the Southern Illinois Recreational Council. There were informal discussions of common goals and visits with state legislators from Southern Illinois in addition to tours to points of interest. Illinois can use more of this person-to-person contact for better understanding between downstate communities and Chicago.

The Industrial Development Committee is cooperating in the staging of a series of Community Development Conferences held by the Northern Illinois Gas Company throughout Northern Illinois. The first conference brought together 160 civic...business...commercial and municipal officials representing communities in southwestern Cook and northern Kane counties. The Conferences stress the need for adequate and timely planning for housing...sewage...and other public services.

Aiding these "Traveling Salesmen for Chicago" is a new folder published by the Commercial Development Division..."Chicago's New Horizons". Issued in observance of the 125th anniversary of Chicago as a city...it is crammed with useful and interesting information about the area. It is available to members who wish to help promote Chicago in their mailings. Such mailings will greatly augment the work of our volunteer "Traveling Salesmen".

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago
Association of Commerce and Industry



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Feminine gift frippery throw you for a loss? Not the wise male who heads for our For Men Only Shop. Here you can take care of your entire gift list in exclusive comfort . . . while you enjoy the personalized help of experienced gift counselors (*answers to every problem!*). It's a year 'round haven on our 2nd floor for the puzzled businessman on-the-go . . . but from November 27th on, you'll find us on the 6th floor, Wabash in a newly expanded shop just for Christmas gifting. You'll like our old-fashioned music hall decor, informal modeling, coffee on the house! Free gift wrapping, too. More conveniences: a special express elevator in the Men's Store, Monroe and Wabash, to whiz you right to the spot!

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Metropolitan Chicago Trends

	Sept. 1961	Aug. 1961	July 1961	Sept. 1960	% Change 9/61 vs. 9/60		Cumulative—9 months 1961	% Change from 1960
POPULATION AND GENERAL GROWTH TRENDS:								
Population:								
—Metr. Area (000 Estimated)	6,966.0	6,955.7	6,945.4	6,845.1	+ 1.8	LM	6,966.0	+ 1.8
Recorded Births:								
—Chicago	8,026	8,123	8,015	8,332	— 3.7	T	69,168	— 2.3
—Metr. Area (6 Ill. Counties)	13,354	13,640	13,248	13,603	— 1.8	T	113,546	+ 0.3
Recorded Deaths:								
—Chicago	2,982	3,119	3,044	3,078	— 3.1	T	28,777	— 3.9
—Metr. Area (6 Ill. Counties)	4,890	4,899	4,703	4,743	+ 3.1	T	45,074	— 1.2
Marriage Licenses	5,659	6,367	4,938	5,550	+ 2.0	T	43,382	— 0.4
No. of Main Tel. in Service (Ill. Bell) (000)								
—Business Telephones	335.9	335.4	335.0	330.1	+ 1.8	LM	335.9	+ 1.8
—Residential Telephones	1,724.3	1,721.4	1,719.5	1,706.0	+ 1.1	LM	1,724.3	+ 1.1
INDUSTRY:								
Index of Ind. Production (1947-49=100) ..	135.0p	135.0r	132.4	135.9	— .7	A	131.3	— 5.1
Petroleum Refining (Jan. 1957=100)	108.1	102.7	101.0	98.2	+ 10.1	A	N.A.	N.A.
Ind. Gas Consumed—Chgo. (000 Therms) ..	12,337	11,774	11,631	12,285	+ 0.4	T	126,675	— 2.2
Electric Power Prod. (000,000 K.W.H.) ..	2,181	2,287	2,100	2,023	+ 7.8	T	18,744	+ 4.2
Dressed Meat Under Fed. Insp. (1953=100)	62.0	62.1	62.0	61.5	+ 0.8	A	62.5	+ 2.6
TRADE:								
Dept. Store Indexes (1947-49=100)								
—Sales (Seasonally Adjusted)	125	124	137	121	+ 3.3	A	125	+ 1.6
—Inventories (Seasonally Adjusted)	150	153	148	147	+ 2.0	A	145	+ 1.4
Retailer's Occupation Tax Collections (Municipal Tax Excluded) (000)								
—Chicago	N.A.	\$ 10,539	\$ 9,903	\$ 9,548	N.A.	Tx	\$ 79,309	— 3.2
—Chicago Metr. Area (6 Ill. Counties) ..	N.A.	\$ 18,996	\$ 17,625	\$ 16,660	N.A.	Tx	\$ 138,475	— 0.2
Consumer Price Index (1947-49=100)								
—All Items—Chicago	131.1	130.8	130.9	130.4	+ 0.5	A	130.4	+ 0.5
New Passenger Cars—No. of (R. L. Polk) ..	13,091	20,364	24,563	19,726	— 33.6	T	196,565	— 20.2
EMPLOYMENT AND PAYROLLS:								
Total Labor Force (000)	3,028.4p	3,037.7	3,045.6	3,026.8	+ 0.1	A	3,032.6p	+ 0.6
—Employed (000)	2,886.9p	2,869.8	2,858.3	2,905.2	— 0.6	A	2,846.2p	— 1.4
—Non Agric. Wage & Salary Workers (000)	2,573.6p	2,550.1	2,537.1	2,584.0	— 0.4	A	2,522.8p	— 1.7
—Manufacturing (000)	934.3p	927.0	914.7	956.3	— 2.3	A	912.4	— 5.5
—Durable (000)	604.0p	597.0	589.1	621.8	— 2.9	A	586.7p	— 7.4
—Non Durable (000)	330.3p	329.9	325.6	334.6	— 1.3	A	325.7p	— 1.8
—Non-Manufacturing (000)	1,639.3p	1,623.1	1,622.4	1,627.7	+ 0.7	A	1,610.4p	+ 0.5
—Unemployed (000)	141.5p	167.9	186.3	121.6	+ 16.4	A	186.3p	+ 45.8
Insured Unemployment Cook and DuPage Counties	40,446	46,975	53,513	39,947	+ 1.2	A	70,513	+ 52.6
Families on Relief (Cook County)	34,773	35,842	35,019	33,334	— 13.0	A	37,631	+ 12.9
Weekly Earnings in Mfg. (6 Ill. Cos.)	N.A.	\$ 102.69p	\$ 102.90r	\$ 101.37	N.A.	Ax	101.16	+ 3.1
Weekly Hours in Mfg. (6 Ill. Cos.)	N.A.	40.3	40.2	40.5	N.A.	Ax	39.8p	— 0.7
CONSTRUCTION AND REAL ESTATE:								
All Building Permits—Chicago	1,700	2,193	1,973	2,269	— 25.1	T	16,814	— 14.7
—Cost (000)	\$ 41,889	\$ 32,645	\$ 25,888	\$ 55,218	— 24.1	T	\$ 328,541	+ 7.6
Dwelling Units Authorized by Bldg. Permits	4,109	4,076	3,956	3,274	+ 25.5	T	36,386	+ 14.1
(Bell Savings & Loan Assn.) (No. of)								
—Single Family Units (No. of)	1,943	2,493	2,380	2,289	— 15.1	T	19,417	— 7.8
—Apartment Units (No. of)	2,166	1,583	1,576	985	+ 219.9	T	16,969	+ 56.7
Construction Contracts Awarded								
—All Contracts (000)	\$ 120,185	\$ 139,317	\$ 155,274	\$ 135,662	— 11.4	Tx	\$ 1,141,546	— 7.2
—Non-Residential Contracts (000)	\$ 39,716	\$ 68,663	\$ 55,154	\$ 62,003	— 35.9	Tx	\$ 405,539	— 22.3
—Commercial Contracts	\$ 14,017	\$ 34,060	\$ 24,630	\$ 21,724	— 35.5	Tx	\$ 143,611	— 24.3
Vacant Industrial Bldg. (1954-55=100) ..	81.0	81.4	78.9	96.0	— 15.6	A	83.2	— 12.9
Idle Electric Meters (% of all Meters)* ..	2.47	2.44	2.39	2.26	+ 9.3	A	2.20	+ 10.0
Industrial Plant Investment (000)	11,849	16,990	33,296	9,650	+ 22.8	T	189,010	+ 0.1
Construction Cost Index (1913=100)	679	678	678	659	+ 3.0	A	669	+ 2.0
Structures Demolished—City of Chicago ..	99	112	194	453	— 78.1	T	1,404	— 40.5
Real Estate Transfers—Cook County	5,401	6,140	5,725	6,063	— 10.9	T	45,583	— 10.2
—Stated Consideration (000)	\$ 3,702	\$ 3,275	\$ 1,721	\$ 3,597	+ 2.9	T	\$ 26,820	— 17.2

T=Total of 9 months. Tx=Total of 8 months. A=Average of 9 months. Ax=Average of 8 months. LM=Latest month. P=Preliminary.
NA=Not Available. *Indicates residential vacancy rate. r=Revised.

(Continued on page 8)

(Continued from page 7)

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	Cumulative—9 months	% Change
1961	1960	from 1960
1. Total	1,000	0
2. Federal Government	1,000	0
3. State Government	1,000	0
4. Local Government	1,000	0
5. Private	1,000	0
6. Total	1,000	0
7. Federal Government	1,000	0
8. State Government	1,000	0
9. Local Government	1,000	0
10. Private	1,000	0

Fed. Res. Member Banks in Chicago

Fed. Res. Member Banks in Chicago								
—Demand Deposits (000,000).....	\$ 4,178	\$ 4,076	\$ 4,269	\$ 4,140	+ 0.9	A \$ 4,210	+ .9	
—Time Deposits (000,000).....	\$ 2,360	\$ 2,334	\$ 2,339	\$ 1,967	+ 20.0	A \$ 2,255	+ 18.5	
—Loans Outstanding (000,000).....	\$ 4,717	\$ 4,545	\$ 4,611	\$ 4,783	— 1.4	A \$ 4,717	+ 1.7	
—Com. & Industrial Loans (000,000).....	\$ 2,682	\$ 2,661	\$ 2,661	\$ 2,898	— 7.5	A \$ 2,716	— 2.1	
Bank Debits								
—Daily Average (000).....	\$254,066	\$240,594	\$255,434	\$248,514	+ 2.2	A \$ 249,241	+ 5.9	
Chicago Bank Clearings (000,000).....	\$ 5,260	\$ 5,749	\$ 5,725	\$ 5,711	— 7.9	T \$ 51,536	+ 2.0	
Insured Sav. & Loan Assoc. Cook County								
—Savings Receipts (000,000).....	\$ 127.8	\$ 136.7	\$ 224.6	\$ 122.7	+ 4.2	T \$ 1,402.6	+ 8.5	
—Withdrawals (000,000).....	\$ 98.4	\$ 112.8	\$ 192.7	\$ 93.7	+ 5.0	T \$ 1,068.8	+ 6.6	
—Mortgage Loans Originated (000,000)\$	101.2	\$ 110.3	\$ 91.3	\$ 83.5	+ 21.2	T \$ 807.0	+ 17.5	
Business Failures—Chicago								
—No. of Failures	32	35	46	25	+ 28.0	T 324	+ 26.6	
—Total Liabilities (000).....	2,119	1,761	1,471	7,177	— 70.5	T 19,707	— 5.6	
Midwest Stock Exchange Transactions:								
—No. of Shares Traded (000).....	2,914	3,814	2,835	2,401	+ 21.4	T 33,274	+ 40.4	
—Market Value (000).....	\$125,585	\$158,116	\$121,578	\$ 92,071	+ 36.4	T 1,309,228	+ 39.3	

Carloads of Rev. Frt. Originated	101,128	103,701	96,086	104,611	- 3.3	T	867,790	- 14.2
Express Shipments: Rail, No. of	646,265	673,895	531,313	680,783	- 5.1	T	5,668,560	- 4.8
Air, No. of	90,221	90,883	76,040	93,066	- 3.1	T	760,773	- 0.5
Natural Gas Dlv'd. by Pipe Line								
(000,000 Cu. Ft.)	33,128	32,710	31,223	28,428	+ 16.5	T	344,458	+ 13.5
Freight Originated by Common Carrier								
Intercity Trucks—(Jan. 1958=100)	129.7p	145.6r	120.3	124.3	+ 4.3	A	120.4p	- 1.9
Air Passengers: Arrivals	462,154	485,944	451,012	531,537	- 13.1	T	4,030,773	- 9.7
Departures	470,886	503,988	474,760	533,069	- 11.7	T	4,135,551	- 8.5
Chicago Transit Authority Passengers:								
—Surface Division (000)	30,861	31,447	30,501	34,349	- 10.2	T	296,529	- 6.4
—Rapid Transit Division (000)	8,648	9,206	8,422	8,919	- 3.0	T	81,282	- 3.2
Barge Line Freight Originated (Sh. Tons)	331,681	311,424	296,719	255,181	+ 30.0	T	2,522,543	+ 6.5

T=Total of 9 months. Tx=Total of 8 months. A=Average of 9 months. Ax=Average of 8 months. LM=Latest month. P=Preliminary. NA=Not Available. *Indicates residential vacancy rate. r=Revised.

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Chicago: where America's plastics take shape

The Chicago area is perhaps the best place in the country to see the plastics industry in all its bewildering variety. Everything from football helmets to battery cases for jet interceptor planes is produced here.

Chicago's claim to leadership in the industry rests mainly on its myriad processors. The city and its suburbs have a great many molding plants where heat and pressure are applied to plastic powder, converting it into finished or semi-finished products. The fabricators machine the rigid sheets, rods and tubes; and cut, sew

or seal the flexible film and sheeting turned out by the molders into such items as garment bags, raincoats, airplane canopies, jewelry, television lenses and packages.

Chicago is the capital of the nation's electronics industry—the chief products of which are filled with plastic components. Also, scientific instruments, housewares and many major appliances built here are made in part, of plastics.

Chicago's unrivaled distribution facilities have been an important factor in bringing much of this business

here. This is especially true of another large plastics user, the automotive industry. It is tied firmly by rail and truck to Chicago's molders and fabricators who produce a substantial portion of the specialized plastic parts needed in today's cars.

The Chicagoland area's plastics manufacturers, with their tremendous catalog of products and long-accumulated experience, have played a leading role in making the industry the giant it is today. And they are certain to maintain this role in the ever-widening world of plastics.



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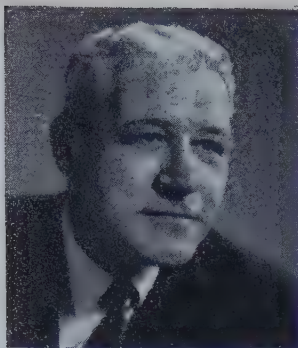
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the Weather Bell corner

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editor's page

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Chicago Unlimited

Over the years, the impression has arisen in the minds of many users of radio, television and commercial motion pictures that only the east and west coasts can provide the facilities and personnel necessary for creating audio-visual productions.

Chicago Unlimited and its president, CBS newscaster Fahey Flynn, are doing a magnificent voluntary job of correcting this false belief. Chicago Unlimited is an organization of individuals representing the city's 58 broadcasting companies and stations, the 60 recording firms, the more than 100 motion picture producers and studios and the more than 100 television and radio program producers. The very size of the organization and the wide representation of talent and facilities in its membership refute the impression that between the two coasts there is nothing but barren wasteland in audio visual communications.

Last year, \$22 million was invested in radio advertising in Chicago. "I wouldn't mind being that dead," says CU president Flynn, in answer to those who think radio was killed by the advent of television. Television is doing well, too, in Chicago. Revenue for the four Chicago commercial TV stations last year totaled more than \$41 million. Two broadcasters within the last few years have invested \$20 million for land and buildings to erect new studios and facilities. Add to this the cost of equipment and payrolls, and it becomes evident that those in the business believe in Chicago's future.

As for talent, CU points out that exclusive of performers in the classical area, entertainers receive nearly \$10 million annually in wages and salaries. Surely this is an indication that Chicago is rich in talent.

Chicago Unlimited not only is out to disprove the false impression about the city's audio-visual resources, but to build an even greater center for production in the future. Chicago users of audio-visual media will profit as the result of the efforts of this voluntary organization of creative people. The economy of the area and the city's reputation are being enhanced by its work. We salute Chicago Unlimited.

Yankee Don't Go Home!

Financial writer Jim Elliott has just concluded an extensive survey for *COMMERCE* on Canadian-U. S. trade and investment relationships, the still lagging state of the Canadian economy, the efforts being made by our northern neighbor to spur its economy, and Canadian attitudes toward the U. S. In making this

survey, which will appear in the December issue of *COMMERCE*, Mr. Elliott interviewed several dozen leaders in business, banking and government in Canada as well as Canada's representatives in Chicago.

The magazine's interest in this subject stems from the fact that Canada is our best customer and we are hers. The prosperity of Canada is, therefore, of vital interest to U. S. businessmen and particularly those in Chicago since this area is the major U. S. center for both import and export between the two nations.

Basically, Elliott's findings regarding Canada's economy are reassuring. Both businessmen and government leaders there have definite plans to strengthen their economy and revitalize its rate of growth. He found also that the supposedly unfriendly attitudes of Canadians toward the U. S. and U. S. business so frequently reported in the last year or two are greatly exaggerated. From this comes the title of next month's article, "Yankee Don't Go Home." We hope that every reader of *COMMERCE* will put it on his must-read list.

Widening Gap

There has long been a controversy over the merits and demerits of Britain's National Health Service—a system of socialized medicine under which everyone is entitled to "free" medical care.

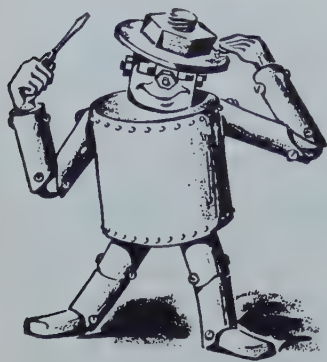
Now a scientific study has been made of that service based on the evidence accumulated during its 13 years of existence. The author is John Jewkes, a distinguished British economist and an Oxford professor, with his wife serving as collaborator. The substance of their findings is that socialized medicine has resulted in a deterioration of standards of medical care, and has been a barrier to progress.

Professor Jewkes and his wife state that the system may have "positively hindered the growth of British Medical Services." They say that "the average American now has more medical services than the average Briton," and that "the gap between the two has been widening" since inception of the system. They pose this basic question: "How, it may be asked, can a medical system which is progressively creating dependency and frustration among the doctors be regarded as fundamentally sound in conception?" And they add that medical research in England has been starving, progress in certain kinds of medical education has been discouraged, and centralized government control of medical services has resulted in increasing administrative delay and confusion.

So it always goes when bureaucrats take over, write the rule books, and give the orders. There is a clear lesson in this for the United States.

Alan Sturdy

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• **Increase Gas Storage**—Natural Gas Storage Co. of Illinois is seeking approval of the Federal Power Commission for a \$3,300,000 project to increase its peak withdrawal capacity from underground storage facilities at Herscher and Cooks Mills by 78 million cubic feet to 833 million. If approved for 1962 construction it will be the fourth annual expansion of this size.

• **New S&C Electric Co. Plant**—The 50th anniversary of S&C Electric Co. was marked recently with the dedication of its new \$1.5 million electrical testing laboratory at 6601 N. Ridge Boulevard. The firm specializes in high voltage circuit interrupting equipment.

• **Public Relations Speakers' Bureau**—The Chicago Chapter of the Public Relations Society of America has organized a Speakers' Bureau to provide speakers to groups interested in public relations. Requests should be addressed to Warren A. Logelin, director of public relations and advertising, American Steel Foundries, Prudential Plaza, Chicago.

• **Community Development Planning Stressed**—First in a series of Community Development Conferences was held by the Northern Illinois Gas Company in East Hazelcrest in October before 160 civic, business, commercial and municipal officers representing surrounding communities. Company officials warned community leaders that a population and industrial explosion is inevitable in southwestern Cook and northern Kankakee counties and stressed the need for planning in housing, sewage and other public services if serious problems are to be averted. It was predicted that by 1975 this area will experience a 40 per cent population increase and a 90 per cent increase in personal in-

come. Similar seminars will be held in other northern Illinois communities by the firm.

• **Zephyr's Silver Anniversary**—On Nov. 8, the most famous of all Zephyrs of the Chicago, Burlington & Quincy Railroad marked its 25th anniversary. The gleaming, 12-car Denver Zephyr began daily service between Chicago and Denver in 1936, clipping almost 10 hours off the time of the fastest steam-powered train.

• **Leonard Hicks Firm Moves**—The nation's largest firm of hotel sales representatives, Leonard Hicks, Jr., Inc., has expanded its Chicago headquarters by moving to the recently completed Blair Building at 645 N. Michigan Ave. Its offices formerly were in the Sheraton-Chicago hotel.

• **Continental Reduces Air Freight Charges**—Continental Airlines has reduced its air freight charges from Chicago to Los Angeles by 38 to 42 per cent. Eastbound rates are down 5 per cent.

• **Bradley Industries Honored**—Bradley Industries, Inc., 1650 N. Damen Ave., manufacturer of rigid plastic molded boxes, has received an "award of excellence" from the Society of Typographic Arts for its Civil War Centennial package created for Parker Pen Co. The package was exhibited at the 34th annual Chicago Printing exhibition "The Eye and Industry," at the Art Institute.

• **TWA Improves Service**—Trans World Airlines has instituted one plane through service from Chicago to Cairo and Tel Aviv. Flight #80 will leave O'Hare Airport daily at 7 p.m., stop at New York and Paris and continue to Rome, Athens, and on alternate days to Cairo and Tel Aviv.



“The telephone is our only outside salesman at Muntz TV”

says Jack Simberg, Vice President, Sales. “For three years, the telephone has been our only outside salesman at Muntz TV. Our office sales force of seven people has used Long Distance calls, plus sales letters, to establish—and service—our dealerships across the country. And they’ve really been selling!”

During this three-year period, Muntz TV has grown from 50 to 2,000 dealers and increased its yearly gross from 4½ to 10 million dollars at just 1.76% sales expense. Mr. Simberg estimates Muntz sales expenses would have been over *four times as high* if he had hired outside salesmen instead of using Long Distance tele-

phone. “This will mean savings of over \$600,000 this year alone for us,” says Mr. Simberg.

The telephone calling plan that has won so many low-cost sales for Muntz TV was custom-tailored by an Illinois Bell Communications Consultant. His job is to help business find ways of increasing efficiency and building profits through improved communications.

Why not call today? There’s no obligation. In Chicago the number is 727-2949. Outside Chicago call your Illinois Bell business office.

ILLINOIS BELL  TELEPHONE

Marshall Field's Stag Line Shop offers harried male shopper peace and leisure to choose wide variety of gifts in cheerful surroundings



The Fair's Men's Boutique has become a favorite spot for those looking for gifts for discriminating males



THE EXECUTIVE'S complete CHRISTMAS SHOPPER

YOU can be a swivel-chair Santa Claus this Christmas, Mr. Executive, as Chicago's leading merchants tool up to provide you painlessly with everything but the giftees to put under the Yuletide tree.

Whether your tastes — and checkbook — run to mink or marabou feathers, you can pick up your telephone for expert advice and shopping services to delight all the "sisters and the cousins and the uncles and the aunts."

Or, if you enjoy the festive spirit of personal shopping, you'll be pampered and pleased in one of the exclusive male sanctums now being groomed for your convenience. Most will be ready the day after Thanksgiving to seat you in a comfortable chair with coffee or cocktails and

display their wares for your selection.

The first "For Men Only" shop in Chicago, or for that matter in any department store in the country, started twenty-six years ago with a coat rack, a few chairs and potted plants outside the ninth floor office of Mrs. Edith Grimm, associate merchandise manager for Carson Pirie Scott and Co.

"For Men Only" has grown to a complete shop, re-built every year on Carson's sixth floor, Wabash Street side, with its own wallpaper, matching gift wrap, express elevator, coffee bar, and experienced shopping counselors recruited from throughout the store.

Carson's counselors, by the way, are chosen not to look like chorines but for their merchandise know-how

and to represent the size and age range encompassed in the average family. Gift items, too, run the gamut from toys for the youngest lady on the list to warm wool stole for grandma. Among them will be festively printed silk shirts, in floral or geometric designs, in the \$12 to \$15 range; "sissy" shirts in cotton and dacron, from \$7.95 to \$11.95; hostess robes in all price ranges, up to lavish productions in lamé or trimmed with marabou, at \$175; and one-of-a-kind cloisonné music boxes, imported from Germany, at \$250.

So successful has the service become that in recent years it's been extended to a year-round "for men only" shopper, Miss Elinor "Billie" Dargis, who normally presides at a

(Continued on page 28)



By
JUNE BLYTHE



(top) The newly enlarged gift shop of the Art Institute of Chicago offers a large stock of art gifts. Profits of the shop go into the general fund to support the Institute

(center) Carson's "For Men Only," the nation's first shop of its kind, has grown from a tiny nook in 26 years to a complete shop, rebuilt every year on Carson's sixth floor, Wabash street side

(below) Carson's Billie Dargis, "For Men Only" Shopping Service Manager, came up with one of the most appealing and richly dressed dogs ever to be found under a Christmas tree—a mink stole around its shoulders, an exquisite beaded evening bag in its teeth, rare perfume at its feet and the jewelry and kid gloves every woman likes to find under the tree. This was Mrs. Dargis' imaginative solution to the problem posed by a customer who told her that above all his wife wanted a dog for Christmas, but that their apartment building did not allow pets



First Shoot a Goose

Art Mercier's Sportsman's Corner



Our host and good companion on our Canadian goose-hunting trip — Tom Wheeler — operates hunting and fishing camps and fly-in service

WERE having goose for dinner on Thanksgiving Day. My wife, Millie, is a wonderful cook. She knows just what to do with a goose, or any other wild fowl, once she has it in the kitchen. Being a dutiful husband, I'm willing to share the work. I do my part by providing the makin's. The rest is up to her.

The makin's have been in our deep freeze for more than a month. My work was completed in October when I went all the way to Canada, just to be sure that a good cook would have nothing but the best for her Thanksgiving dinner. I'm not sure that Millie fully appreciates some of the sacrifices I had to make to get those blue and snow geese for her. She works in a nice warm kitchen. I have to be out where the wind is blowing and there's a nip in the air. She doesn't have to lift anything heavier than a basting spoon. I have to lug a heavy gun and cases of shot-gun shells. It took me a week to do my part, and she'll only spend a few hours in that nice warm kitchen Thanksgiving morning.

That's why I say the most important part of a goose-dinner recipe is my part — that of shooting the goose. Since presumably readers of this article are for the most part Chicago's top executives, and since

most top executives are men and since the man's part in a Thanksgiving dinner is providing the ingredients, this recipe will deal only with the most important phase of preparation of the feast. As I keep telling Millie, you can't have a goose dinner unless somebody first shoots the goose. Let me tell you how the geese now in our freezer got there.

The air was filled with the strident "KRAW-ONK, KRAW-ONK" of blue and snow geese milling over our decoys. Indistinguishable from the real thing were the answering calls of the Cree Indian guides, who duplicate the sound with no instruments other than their throats and mouths. As the birds worked in closer, the guides changed their calls to quavering whistles. This put some of the birds down among our decoys, and the others swung over once more. It was then that we rose in our willow blinds as the guides cried "shoot! shoot!". Three birds, two blues and one snow, folded in the air and fell into the thick marsh grass. The remainder of the flock wheeled, still calling, and flew off to a more hospitable feeding ground in the marshland.

More Decoys

The Crees hopped out of hiding places in the thick grass, picked up the downed birds, and in a couple of minutes had propped up the birds with sticks and mul, thus making three more decoys in our set. The first decoys had been very expertly fashioned with shovelfuls of blue-grey marsh clay, patted into the shape of blue geese. A few white feathers tied to a stick formed the

neck and head of each decoy. From only a few feet away, it was hard to tell the difference between chunks of mud and feathers and the real geese now propped up as additional decoys.

Snow geese decoys were fashioned on the spot from pieces of white cloth wrapped around handfuls of willow twigs set up on mud hummocks. Blinds for the hunters were made from willow branches, fresh-cut each day, stuck into the mud in a rough circle. There was room enough for two hunters to sit on small wooden boxes in each blind, well concealed from the geese flying above.

Ducks, too, flew almost continuously throughout the day. We were urged by the Crees to take the ducks as they swung over, even though there might be geese working at the same time. Frank Moore, chief of the guides, explained: "You should take the ducks whenever you can because we always bring in the geese." Frank, incidentally, is one of the few Crees who speaks English. The rest of the guides speak some French, although most of their conversation is carried on in the language of the Crees. They are fine guides and companions. I have never known better guides or callers.

We were headquartered at Tom Wheeler's Cabbage Willows goose camp on James Bay, 450 miles north of Montreal. Nine hunters, a most compatible group, hailing from various parts of the United States, had met before coming to James Bay at Wheeler's LacQuimet Club, near St. Jovite, Quebec. There were two prominent New York attorneys, John J. Redfield and J. Franklin Van Deren. There were also George



Cree Indian children with a bag of geese which will play an important part in the food supply of the tribe during the winter months. Crees now take game to Hudson Bay trading post to have it quick-frozen

Gelinas, Insurance Executive of Madison, Connecticut; Dr. Don Ervin and C. Philip Henderson of Jamestown, New York; and W. R. Boston, printing executive of Cleveland, Ohio. The Chicago contingent was comprised of Art Balfour, account executive of Trans-Canada Airlines; E. H. Shomo, CBS Vice President and Manager of WBBM-Radio, Chicago, and yours truly.

We got acquainted with one another over dinner. We had a delightful visit with Mrs. Wheeler and Miss Gerry Fitzgerald, who had done much to arrange our trip from Chicago.

A few pages from my notebook, which I carry with me on all my
(Continued on page 34)

Free Reader Service

Art Mercier, noted WBBM outdoor editor, will answer, personally, all questions from readers about vacation or week-end trips. Information about resorts, hunting and fishing lodges, camping, boating and other outdoor sports anywhere on the North American continent will be provided, without charge, on request. Where are the fish biting? What lures are best? How do you get there? Ask Art Mercier. Address letters to Art Mercier, *COMMERCE Magazine*, 30 W. Monroe street, Chicago 3, Illinois.



Some idea of the marshy lands in which we hunted at James Bay can be gathered from the picture above, showing one of Wheeler's planes being anchored after the flight in from Lac Quimet Club

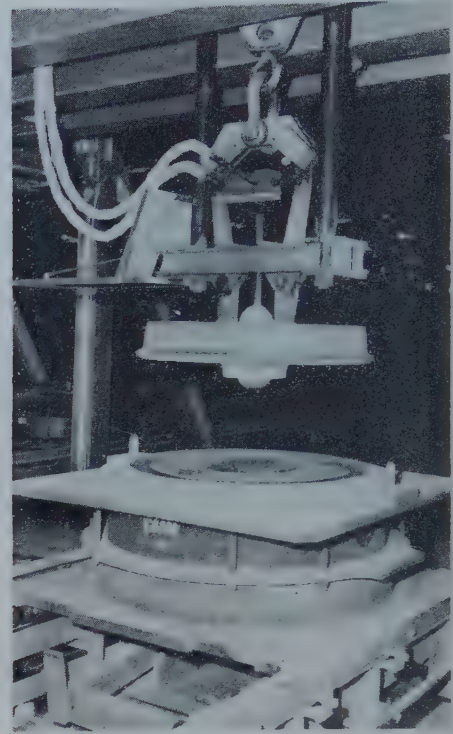


This picture shows a group of Chicago moose hunters embarking at O'Hare Field on a TCA plane. On this trip we combined moose, bear and deer hunting along with some fishing. Left to right, John Amber, Editor of "Gun Digest"; Josh Brady, WBBM personality; E. H. "Ernie" Shomo, CBS Vice President and manager of WBBM; a guy named Mercier; Ed Leslie, Vice President, Walgreen Drugstores; Tom Crowe, Consultant, United Appraisal Co.

Business Highlights



The 25th anniversary of Central National Bank, Roosevelt at Halsted streets, brought this group together last month as the bank prepared for two other momentous occasions — its merger with Merchants National Bank and its move into its new quarters at 120 S. LaSalle St. In center of picture is Louis Terry, of Terry's Department Stores, one of the bank's first customers. Others are (l. to r.) Gus L. Nelson, Administrative Vice President-Cashier; Charles J. Obalil, Executive Vice President; Maurice L. Mieselmann, Chairman, Executive Committee, and Adam J. Cieciva, Vice President and Auditor



Griffin Wheel Co., a subsidiary of American Steel Foundries, has completed construction of a \$6 million plant in Bensenville to produce steel wheels for railroad freight cars. It is Griffin's sixth steel wheel plant and the fourth to be completed in less than five years. The new plant can turn out 148,000 steel wheels annually, bringing Griffin's total capacity to about 525,000 steel wheels a year. In photo, a white hot steel rail car wheel is taken from a graphite mold. The wheel is solid enough to be placed on the finishing line five to seven minutes after it has been poured



Capt. Gerald Slattery (l.) Chicago defense coordinator, looks on while Howard K. Hurwith, chairman of the board of the First Commercial Bank of Chicago, tries out radiation detection equipment in new family fallout shelter which was on display in the bank's lobby. At right is Col. Malvin Mawrence of the Illinois State Civil Defense Agency

The first high speed continuous motion blow molder of plastic bottles has been developed by Continental Can Co.'s research and development teams. The 25-cavity unit operates at 100 plastic bottles a minute; could reach 250 bottles a minute if an extruder could provide the plastic fast enough





Topping-out ceremonies attended by Mayor Richard J. Daley on Nov. 3 marked progress of 23-story Continental National Insurance Group building at southeast corner of Jackson and Wabash. Most of the structural steel was rolled by U. S. Steel Corp. Building will feature facing plate outlining structural frame. Naess & Murphy is the architect; A. L. Jackson is general contractor



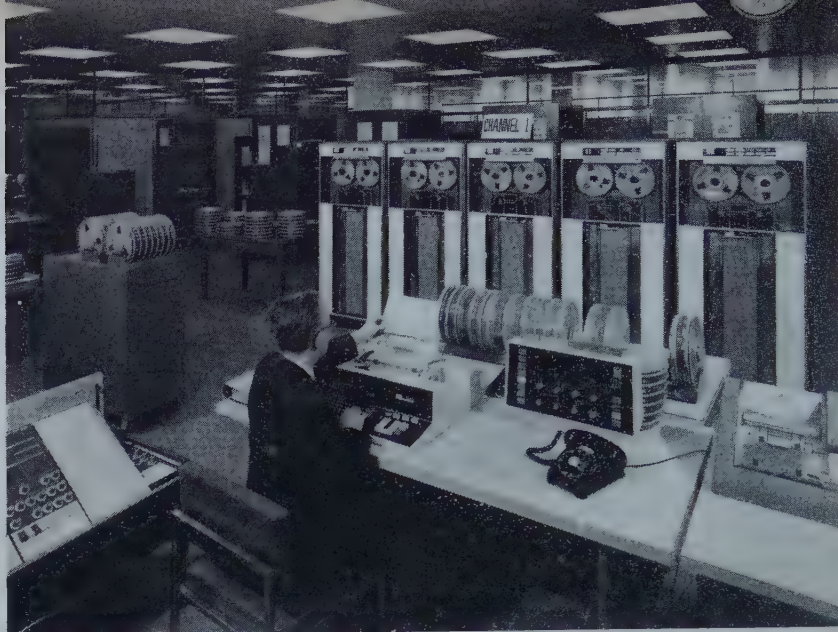
Twelve of these BAC One-Eleven transports have been ordered by Braniff International Airways for delivery in 1964 and 1965 for intermediate city service. Fleet costs \$35 million



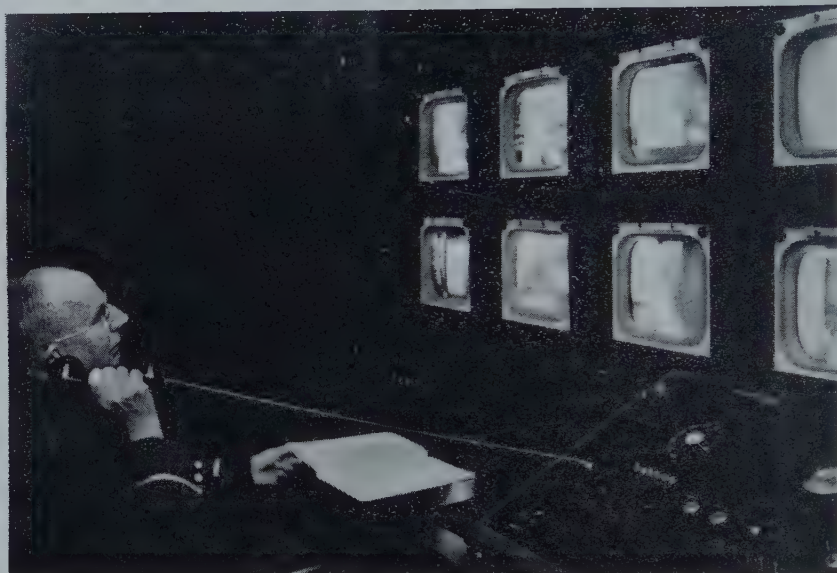
International Harvester Co. combines — representing the largest single shipment from the Port of Chicago — are hoisted aboard the M. V. Elbe of the French Line. The shipment of 300 machines went non-stop to Dunkirk, France, resulting in substantial reduction in freight costs

Highlights Continued

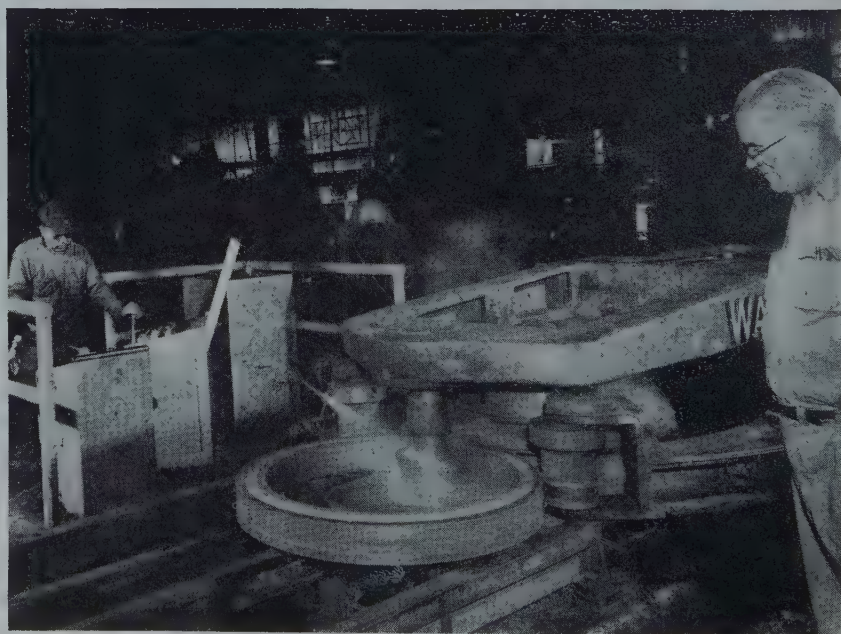
Harlan White, manager, data processing, sits at control console for new IBM 1401 and 7070 computer system now in operation at Joseph T. Ryerson & Son, Inc. In background are magnetic tape drive units which process data. At far left are some of the 1401 components which include a printer that converts tapes or punched cards to printed form. Computer handles accounts payable and receivable, sales analysis, sales costing, and will help in market analysis and inventory management



Examining the trust agreement setting up the Red and White Foundation for the support of education and research in the Graduate School of Business, University of Chicago, are (l. to r.) Frank M. Wright, Jr., trust officer for Continental Illinois National Bank and Trust Co.; John Jeuck, acting associate dean of the Graduate School, and Leo J. Bushey, President of the Red and White Corporation. Income to the business school will be a minimum of \$5,000 annually at first, according to the agreement



Nerve center for the closed circuit television system recently installed at the Harris Trust and Savings Bank is this unique eight-monitor panel on the bank's ground floor. Bank guards can observe both personnel and customer activity through the eyes of 12 television cameras located on four floors and in six departments of the bank. The system was manufactured by Thompson Ramo Wooldridge, Dage Division, Michigan City, Ind.



A giant machine capable of rolling steel rings up to 80 inches in diameter in 60 seconds is in use at Chicago's Kropp Forge Co. Machine was built by Wagner Co., Dortmund, West Germany



John K. Langum

Depreciation Charges and Corporate Profitability

by **JOHN K. LANGUM**

President, Business Economics, Inc.

CORPORATE profits as reported for the rest of 1961 and for 1962 will bear close attention. These earnings figures will have particular significance, of course, for the business outlook. Beyond this they will indicate the status of the underlying question of profitability of the private enterprise economy.

After serious disappointments in

1960 and the first quarter in 1961, corporate profits are again rising with recovery in business. Pretax corporate profits dropped from an annual rate seasonally adjusted of \$48.1 billion in the first quarter of 1960 to \$42.6 billion in the fourth quarter and to \$39.6 billion in the first quarter of 1961. Even with continued pressure on profit margins and spotty business improvement, corporate profits before taxes had risen to \$45.2 billion in the second quarter of 1961.

Total corporate profits will likely rise to record levels in terms of absolute dollar figures in 1962 on the basis of present indications of business activity. However, this may not be true in terms of profit margins and rate of return.

The estimates of corporation income tax receipts in fiscal year 1962 in "The 1962 Budget Review," released on October 29, are based on a projection of corporate profits before taxes of \$46.5 billion in the calendar year 1961. This estimate, together with the actual record for the first and second quarters of calendar 1961, implies an average rate of \$50.6 billion for the second half of this calendar year. Record highs in previous years were seasonally adjusted annual rates of \$51.7 billion in the second quarter of 1959 and the calendar year 1959 figure of \$46.8 billion.

The record since World War II for total profits after taxes of all corporations is shown in the first column in the table entitled "Corporate Profits in Relation to Depreciation Accruals and Capital Outlays." A marked pattern of cyclical

CORPORATE PROFITS IN RELATION TO DEPRECIATION ACCRUALS AND CAPITAL OUTLAY

1946-1960
(in billions of dollars)

	Corporate Profits after Taxes	Depreciation and Amortization Allowances	Cash Earnings	Plant and Equipment Outlays	Net Cash Earnings
1946	\$13.4	\$ 4.2	\$17.6	\$12.5	\$ 5.1
1947	18.2	5.2	23.4	17.0	6.4
1948	20.5	6.2	26.7	18.8	7.9
1949	16.0	7.1	23.1	16.3	6.8
1950	22.8	7.8	30.6	16.9	13.7
1951	19.7	9.0	28.7	21.6	7.1
1952	17.2	10.4	27.6	22.4	5.2
1953	18.1	11.8	29.9	23.9	6.0
1954	16.8	13.5	30.3	22.4	7.9
1955	23.0	15.7	38.7	24.2	14.5
1956	23.5	17.3	40.8	29.9	10.9
1957	22.3	19.1	41.4	32.7	8.7
1958	18.8	20.3	39.1	26.4	12.7
1959	23.7	21.5	45.2	27.7	17.5
1960	22.7	22.9	45.6	30.8	14.8

(Continued on page 41)

How to Prepare Employees for Retirement

By ANDREW SBROCCO



Playing the piano is one of 10 hobbies for A. Richard Sundquist, 71, Evanston, one of nearly 6,000 Illinois Bell Telephone Company retired employees. He tells George A. Bray (standing), secretary of Illinois Bell's employee benefit committee that he travels, takes pictures, plays golf, enjoys cards, reads, fishes, swims, raises flowers and attends concerts

TO THE employee who has spent up to half a century in productive work, retirement can be either the golden era, or the most miserable, boring and frightening period in a life-time. Which it is largely is dependent upon how well the retiree has been prepared to reap the benefits of his new leisure.

Several Chicago employers are cushioning the shock of sudden separation from the company and all the concomitant problems for the retiree with elaborate programs of pre- and post-retirement counseling. This is something comparatively new on the American business scene. That's because retirement and the overall problem of old age is a product of the 20th century.

Life expectancy has been extended from 48 in 1900 to 70 in 1961. Actuarial tables show that a person who reaches age 65 in 1961 can expect to live more than another 13 years. There is every reason to believe that life expectancy will be further extended in the years ahead.

In Chicago, there were 273,724 persons aged 65 or more in 1950. By 1960, the number had risen to well over 450,000. National figures parallel Chicago's — three million in 1900, 15 million in 1960 and projections indicate 20 million by 1975.

It has been the experience of retirement counselors that most people tend to drift without sufficient forethought or preparation into retirement, if left to their own devices.

But whose is the responsibility to prepare people for retirement? Several groups have voluntarily assumed the assignment in greater or lesser degree. In the vanguard are employing companies. Also participating are civic and charitable institutions, city, state and federal agencies, colleges and universities, churches, civic and fraternal organizations and some labor unions.

And just why should a company concern itself with problems of its annuitants? After all, the company trains its employees, pays them, gives them vacations and usually provides a multitude of other benefits, including a pension. What's in it for the company to assume the cost of a retirement counseling plan?

Company Family

A number of things, according to Herman W. Seinwerth, Manager of Industrial Relations for Swift & Company, which has 14,000 pensioners. First, of course, ethical and humanitarian consideration for employees who have devoted much of their lives to the firm. "They are part of the company family and are treated as such," says Seinwerth.

Second, it's just good business. Like advertising, image-building, public relations and other intangible company efforts, retirement-counseling frequently can't be assessed in terms of dollars and cents, Seinwerth says.

George A. Bray, General Personnel Supervisor, Illinois Bell Telephone Company agrees. Morale of employees approaching retirement age is vastly higher when they feel that the employer is interested in them as individuals and in their welfare after they leave the company, according to Bray. "These people feel more important to the firm because of the attention given them, rather than less significant and fearful because their usefulness is about to end," Bray said. "They do not feel discarded. As a result, their working attitudes, productivity and the effect of their presence upon younger co-workers are greatly improved."

When workers retire, they constitute a vocal person-to-person public relations force. If the counseling program helps them to think and speak kindly of a former employer, they wield a potent weapon for the company among other senior citizens, who as consumers and a voting bloc are becoming increasingly important.

Martha Douglas, Director of Counseling and Employee Activities, Carson Pirie Scott and Company, puts it this way: "Because of its far reaching effect on store morale, we believe that a preparation-for-retirement program is an essential personnel investment. Everyone will agree that people with high morale do good work, while those with poor esprit de corps lag on the job.



Groups of Carson Pirie Scott and Co. employees meet twice a year with Martha Douglas, Director of Counseling and Employee Activities, (not shown in the picture above) for the company's preparation for retirement course

A planned retirement program not only insures a confident attitude among those retiring, but it has a far reaching effect on the morale of those approaching retirement age. The good will that older employees hold for the organization which cares enough about people to prepare them for the later years is of inestimable value."

Pre-Retirement Plan

Many Chicago area firms subscribe to a pre-retirement counseling plan developed by the University of Chicago. Under this plan, there are usually ten seminars, lasting from 1½ to 2 hours each. Seminar participation usually is limited to 15 or 20 persons. Usually, the spouse of the employee is invited to attend. Among topics covered are: financial management, nutrition, physical and mental health, how to get the most out of leisure, increasing retirement income, and making living arrangements in relation to other family members, friends, and specific location.

The university provides a professional counselor to act as moderator of the sessions, or it trains company executives to handle the program. Abbott Laboratories, North Chicago, uses the U of C plan with its Director of Training and Education, Milton Hanson, leading the groups in two courses

(Continued on page 26)



One of the ways Illinois Bell Telephone Co. remembers its retired employees is by honoring persons with fifty years or more of service. Group pictured above represents more than 2,000 years of employment with Illinois Bell. Standing at lower right is William V. Kahler, company President and directly behind him is J. N. Stanbery, Vice President, Personnel

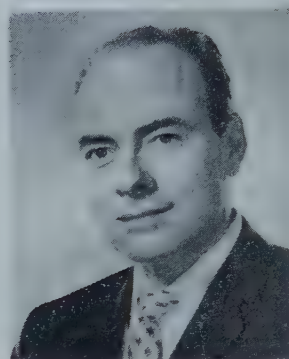
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Don't Automate Confusion

By OWEN SMITH

1st Vice President and National Director
of Sales, Statistical Tabulating Corporation



Mr. Smith's firm was established in Chicago in 1933 to serve small businessmen who could not afford the services of a full time tabulating department. Today, Statistical has offices in 14 cities serving both big and small business with data processing and computer centers.

RECENTLY, I was asked to speculate about the Office of the Future. I painted a word picture of an airy, circular shaped office, focused around a data transmitting console. A few trim, pleasant looking operators punched out information in a common business language. By wire, it sped to astro-speed computers in a central data processing facility where the data was digested, analyzed, scrutinized, and pulverized, and back came the printed word and the televised image.

Eagerly awaiting this distillation of information were the radiant executive team of the future. Freed from the shackles of paper work, unfettered for their most important job of executive decision-making, the knowledge they needed flashed on a screen before them and was delivered via teletypewriters in written form. Decisions were made crisply, ideas sprouted from the well-plowed field of facts and the Golden Eagle of prosperity flew over the land.

In outline that was the picture I painted by day. But that night, my predictions produced a nightmare. There was a sales executive being

crushed under four tons of sales analyses, there was the production engineer being strangled by punched tape, and there was the president of the company, his office, from floor to ceiling, piled high with reports, figures, and indices, computations, and permutations. His exit plugged, his office stuffed, and he, emaciated and bug-eyed, reading his way through the reports at a rate slower than the reports were being produced. Data, data everywhere and not a drop to drink.

Neither this idyllic office situation nor my nightmare are that far from reality. They both exist in embryonic form within today's management practices. Whether American industry can harness the computer-electronic technology and channel the massive information potential to useful purpose or whether the executive is about to be buried, yes, literally buried, with facts, is in large measure in the hands of specialists.

Management by Exception

It may seem that I'm not talking in my best interests in pointing out the difficulties of statistical reporting. Perhaps it's because I know what a tiger we have by the tail that I'm so concerned about this problem and its answer: the need for ever more effective *management by exception*.

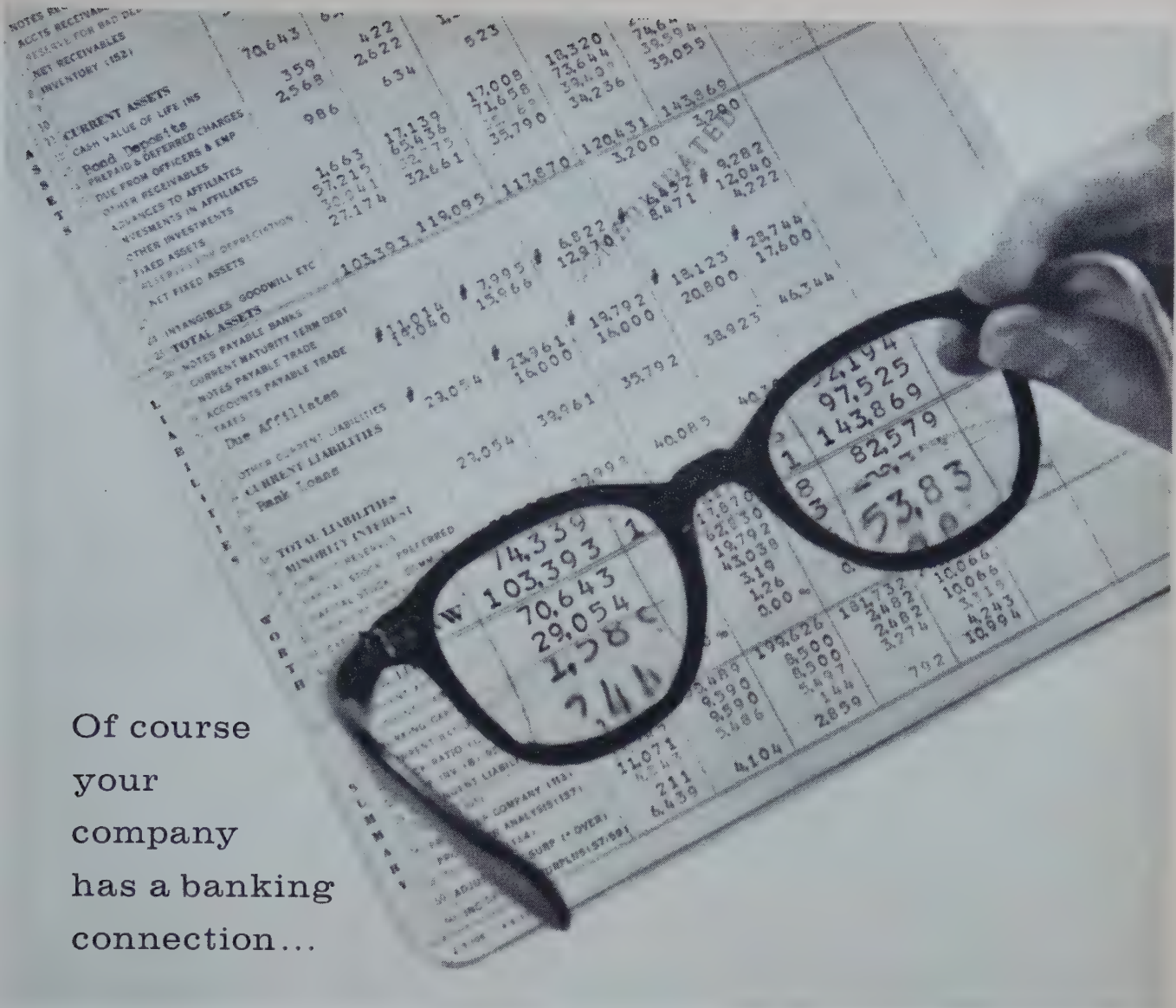
The exception principle in managing is an old idea with its roots in

human nature itself. It simply states that a person in charge (a manager) pay routine attention only to important matters requiring his action. Such matters are exceptions relative to all other possible matters which, in turn, are delegated to subordinates or disregarded.

Now, this is universally prevalent. Parents constantly filter out all the children's noises to get a signal, teachers know a routine and ignorable gripe from a real complaint, all of us really listen to only a minute fraction of what others say. It has to be this way. The human transmitter puts out a massive volume and we'd literally go mad if we sought to respond to all of it.

In business managing, the idea is also ancient—one writer traces it back to the advice of Jethro (an early consultant) to Moses on organizing the Israelites into thousands, hundreds, fifties, and tens. More recently, in 1903, it was set forth as fundamental by Frederick W. Taylor, of "scientific management" renown, who said: "It is not an uncommon sight . . . to see the manager of a large business fairly swamped at his desk with an ocean of letters and reports. The exception principle is directly the reverse of this. Under it the manager should only receive the condensed, summarized, and invariably comparative reports . . . and have all of the exceptions to the past averages or to the standards

(Continued on page 39)



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a year. Commonwealth Edison uses university counselors to handle the courses twice a year for each of its eight locations.

Among other firms which use the University of Chicago seminars are: Ethicon, Inc.; Helene Curtis Industries, Inc.; B. Kuppenheimer & Company; Bauer & Black Division, Kendall Company; Bell & Howell Company; Armour & Company; Crane Company; and United Air Lines.

Carson Pirie Scott and Company, which has 658 pensioners, prides itself on an elaborate program of individual counseling of each employee every year, beginning when the employee has attained age 60. The firm also uses the University of Chicago plan of group counseling. The company does not insist on automatic retirement at age 65. Therefore the mental and physical ability of each employee to continue work into the golden years must be determined annually.

Great tact and diplomacy are required to convince an employee he must retire for his own good, when the situation so dictates. In some cases, less demanding positions are arranged for older workers, but usually the employee will admit that he can't do his job well any longer and voluntarily seeks retirement.

Illinois Bell first instituted a discussion program in 1938, providing counseling at age 50 and thereafter. In 1951 the firm inaugurated a plan for one-day pre-retirement planning conferences in which groups of about 15 meet. Attendance is voluntary, but more than 99 per cent of eligible employees take advantage of the service. Classes usually are segregated according to sex, on the theory that people feel more at ease discussing their problems, particularly those of health, in such groups.

The conferences not only give counsel directly, but start younger employees thinking constructively about their own eventual retirement. This exposure to the fact of retirement and its problems eases mental strain and leads to better work and better planning for the future by all employees.

Illinois Bell has 6,000 pensioners living in 40 of the 50 states. The company has a policy of automatic

retirement at age 65. The company believes this eliminates resentment of older employees who think they could work longer and that the policy allows for constant influx of youth and vigor in the ranks.

Employees of firms with retirement counseling plans are encouraged to return before or after retirement for further advice and discussion should they be worried about any problem. Some firms have been known to provide additional financial and medical help, to assist in drawing wills, to arrange entrance into rest homes or hospitals, and in many other ways to extend additional help to annuitants beyond the monthly posting of pension checks.

Many firms go to great lengths to maintain contact with their pensioners after retirement in order to maintain the feeling of "family" which had been nourished throughout the years of employment.

Post-Retirement Contact

Among other firms notable for maintaining post-retirement contact is Carson Pirie Scott. The company invites retirees to teas with older employees who have not retired, sends birthday cards and presents at Christmastime, invites them to store functions, encourages return visits, and extends usual employee discount to annuitants. Inland Steel Company gives each annuitant a steel card engraved with his name and the number of years served. The red carpet is out when retirees revisit any Inland Steel facility.

Abbott Laboratories offers up to \$100 a year to retirees to cover the cost of any educational courses they may choose to take. Retirees also get a lifetime membership card which permits them to eat without charge in the company cafeteria, buy drugs at discount, participate in company social affairs for active employees, and to attend Christmas and Thanksgiving dinners at the plant.

Acme Steel Company invites retirees to company functions and employs a trained worker who calls on each annuitant at least once a year. Allis Chalmers sends a visitor to the home of each retiree after

one month, just to see how he's getting along. The firm also organized a "Retired Employee's Recreation Club", which meets twice a week. U. S. Steel has its "Good Fellow Club" and "Gold Age" groups. These are by no means the only firms with excellent pre- and post-retirement programs, nor are all the activities of each listed. But, it is a fair cross-section of what Chicago area firms are doing for faithful retired employees.

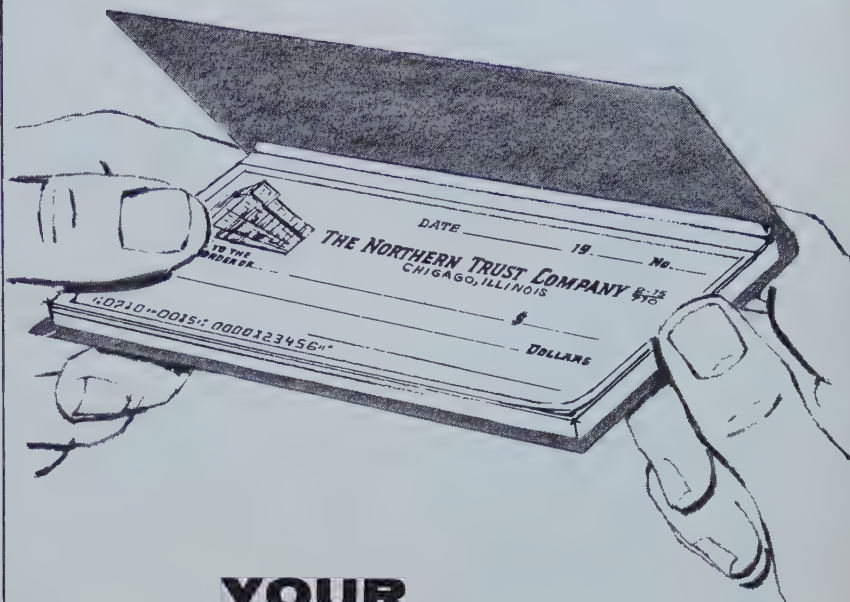
Early Counselling

By and large, companies first counsel employees about retirement and/or pensions between ages 55 to the early 60's. Swift & Company contacts employees after 20 years of service and at age 60; Carson Pirie Scott at 60, Allis Chalmers at 55, Commonwealth Edison at 58, Peoples Gas Light and Coke Company and Inland Steel at 60. Most firms will discuss retirement sooner, if requested.

Not all firms have a policy of automatic retirement at age 65. Carson Pirie Scott, Acme Steel, William Wrigley, Jr. Company and Allis-Chalmers are among those which permit employees to work after age 65, subject to job performance ability. Inland Steel has mandatory retirement at 65 for its salaried workers, but not for its hourly-paid employees.

The William Wrigley, Jr. Company's retirement plan is unusual. After age 65, employees may retire gradually, if they so choose. The firm insists that if the worker stays on his job, the first year after age 65 he must take a month's leave of absence without pay, in addition to his vacation time. The second year, he takes two months' leave without pay. The firm believes that employees thus gradually become adjusted not only to greater leisure time, but to the lower income which they will have in retirement.

And what are the problems with which company counselors most frequently deal in working with retirees? Most problems fall into just a few major categories—financial, mental and physical health, activities (which may include further full or part-time employment) and where and how to live. Firms discuss with employees the various options available under their pension



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plans, how to obtain social security benefits, and if counseling begins at an early enough age, how to invest for additional retirement income.

A common error is made by retirees who want to move to another state. There's nothing wrong in choosing a new locale for retirement, say the counselors, but all too often the choice is made after the reading of promotional material directed to annuitants, or on meager experience based on a single two-week vacation in the area. Counselors constantly fight this battle. They suggest that it might be wise to spend several vacations at the prospective retirement site, in all seasons of the year, rather than just during the tourist season when the area is most attractive. Counselors suggest retirees consider the impact of leaving family, friends and familiar scenes.

Poorly-made plans, too, can lead to grief. Illinois Bell's George Bray illustrates with the story of one near-retiree who planned to buy a fishing boat, sail it down the Mississippi to Tampa and take up a new career as a charter skipper for fishermen. The counselor pointed out that fishermen would question his experience with the violent and sometimes unpredictable storms in the Gulf of Mexico, whether he'd been there long enough to know how to locate the big fish — and whether he was young and strong enough to handle the boat in rough weather, help land large fish, and carry fishing gear and luggage.

Counselors say that the dreamer who plans to buy a chicken farm back in the hills, all too often becomes another sucker for certain real estate promoters who've gotten rich selling chicken farms to pensioners from Chicago.

While counselors are trained to point out flaws in a retiree's plans, they shy away from telling a person what he should do, recognizing that the final decision is up to the person himself. Counselors merely try to guide thinking along constructive lines. At Abbott Laboratories, Milton Hanson strongly advocates that retirees observe three "don'ts" in retirement: don't relocate without thorough investigation, don't move in with children and don't invest foolishly.

In Chicago, other than the com-

panies with retirement-counseling plans, there are resources available to the potential annuitant. The Mayor's Commission on Senior Citizens, 64 E. Lake Street, helps coordinate many of these efforts.

Paul A. Iaccino, Secretary-Treasurer of the Cook County Industrial Union CIO, a member of the Mayor's Commission, says that unions have participated by providing counseling on a limited basis and by urging government and individual companies to do more.

In a union counseling course, offering 12 to 16 classes a year, approximately 5,000 persons have been counseled over the past twenty years, according to Iaccino. The union invites experts from various agencies to speak to its members and informs union retirees what agencies are available to give them aid. On the political action front, Iaccino points to union requests for greater medical care for the aged, and agitation to provide a greater number of new public housing units adapted to old age needs. The union also counsels members on social security payments. Iaccino also indicated the union is pressing for a later age for automatic retirement and that union contracts with some firms now stipulate retirement at age 68.

The net result of the concern felt for retirees by employers and others is that a greater number of retired persons are enabled to live out their lives happy and content, rather than frustrated, active rather than bored, useful rather than discarded, and secure rather than frightened. These older citizens are likely to live longer, be healthier and more alert than those without the advantages of pre- and post-retirement counseling.

Christmas Shopper

(Continued from page 14)

handy desk in the second-floor men's wear department. Come Christmas, the popular "Billie" moves lock, stock and file cabinets into the sixth floor shop. Insofar as possible, "Billie" keeps notes on gifts previously bestowed by her customers, so that forgetful Santas don't commit the unwitting sin of repeat items.

Marshall Field and Co. has conducted its Stag Line Shop for over

a decade on the fourth floor of the Store for Men. Again this year, in an early American decor, cheerful with fireplace, red carpet and coffee, the harried male can choose in peace and leisure anything from an amusing "stocking stuffer" for the office party to a luxurious hostess gown for his own "first lady."

The Stag Line assembles a goodly selection of standard items, such as sports wear, separates, small furs, slippers, jewelry, cosmetics, etc. In addition it stocks a large array of unique and imported gifts as well as best-selling books and records.

For the man who wants to bedeck his wife with a bit of glamor, the Stag Line this year will show a negligee with ostrich top that can be dyed to order, at \$150. Rivalling the glitter of the Christmas tree will be a hostess outfit of gold stretch pants with overblouse, at \$215. And among the imported items is a scarf-print blouse of Italian silk, at \$29.95.

Expert Sales People

Stag Line personnel is picked from expert sales people throughout the store, wholly familiar with the merchandise in their own departments and, additionally, given a "refresher" course before the shop opens. They can — and often do — take over a complete gift list left by a busy executive and handle his shopping for him.

The Fair, mindful that the distaff side accounts for a growing number of business and professional titles, has launched an innovation to aid the busy career woman — a Boutique Shop of gifts for men. This year, for the second season, men's hats will be displaced from their glass cases on the street floor, Dearborn Street side, to be supplanted by such masculine treasures as fitted leather cases, pipe racks, dresser valets, unusual imported cuff links, and bar accessories. The lady with a flair for the unusual who finds the nearby counters of shirts and ties too routine can turn to the men's Boutique for a gift that's certain to be different.

The Fair's regular "Boutique Shop" for male customers will again function as a helpful haven amid the frills and flounces of women's apparel on the third floor.

Several blocks north, Bonwit Teller carries forward in Chicago the

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Since 1916, we've occupied a very pleasant store at the corner of Rush and Superior. Comfortable, but not **really** convenient to the Loop.

Now we're moving into a brand-new, large and convenient store at Washington and Clark Streets, in the Chicago Temple Building. Our new facilities make it possible to offer more books and other materials, more services, and to make new friends.



What do you look for as the hallmark of a really fine bookstore? Art Books? A dictionary section **within** reference section? Extensive selections of books on art, music, ballet, drama, history, current events, religious books? While we haven't space to list representative books, look over the following partial list of sections in our "cultural department store." Then, the next time you're in the neighborhood, come in and browse.

ON THE GROUND FLOOR:

Children's books
Fiction
The Fine Arts
History, Americana, Biography
Humor
Current Events

Nature and Science
Home and Family Life
Higher Education and Careers
Reference
Home and Garden
Sports

Paperbacks, lots of them!

IN THE UPSTAIRS STORE, religious books and supplies for the church and its laymen.

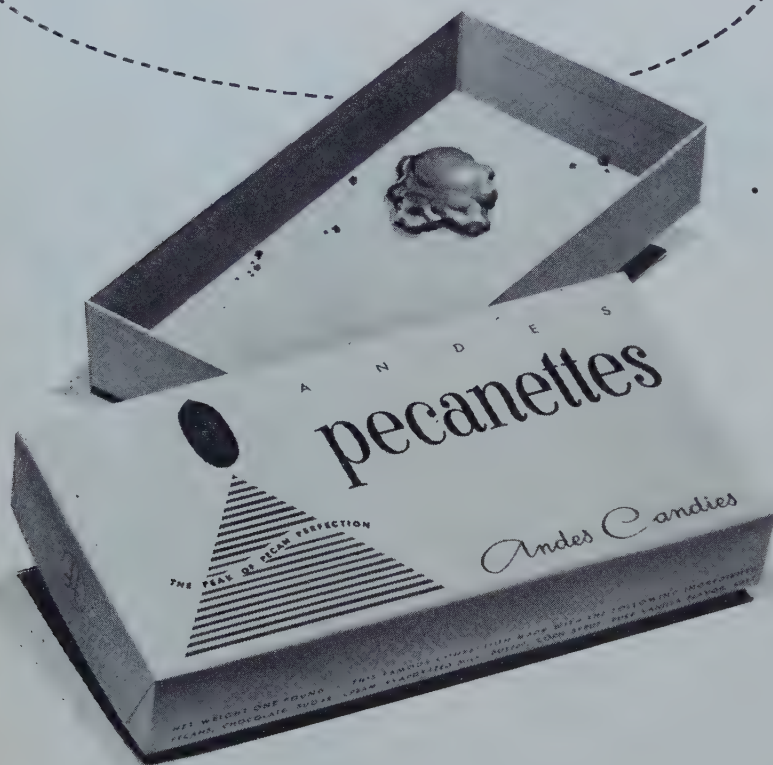
Exclusive Loop retailer for the fine Danish Asp-Holmblad candles, for 180 years one of the great names in the art of candle-making.

Cokesbury

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RAndolph 6-1607

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good, aren't they?*



**BUT WHY DON'T YOU FIND OUT
FOR YOURSELF THIS CHRISTMAS?**

Andes positively renowned Pecanettes are a dream combination of rich chocolate, buttery caramel, and crackling pecans. Just right for Christmas giving.

And while you're at it, let your eye travel across the page for more Andes Christmas specials and a free gift offer from Andes.

Andes THE PEAK OF ALL CANDIES *Candies*

"721 Club" tradition it originated in New York. The second-floor club is closed off from other departments. Here, in addition to the ever-present coffee, from noontime on the harried businessman may enjoy a quiet cocktail. Skilled personnel decked in red velvet aprons will help with gift selections, and as in most of these Santa Claus sanctuaries, models will demonstrate just how a hostess gown or sports ensemble likely will look on the recipient.

Stanley Korshak, which also specializes in women's apparel, including furs, conducts a gift counseling service at the front of the store so men customers can avoid trekking through myriad departments. Korshak's maintains a mailing list of the spouses of year-round customers. When said husband appears at the store — or telephones, if he prefers — Korshak's in most cases know the size, style and color preferences of the wife. A wife who's an ardent golfer or charity worker is less likely to end up with a diaphanous negligee she'll never wear.

Furs are Christmas best sellers at Korshak's, from a two-skin scarf at \$195 to full-length mink or sable coats priced in four or five figures. Here, too, the sales staff usually can provide clues to the wife's preference.

"Little" Gifts

Korshak, too, gathers together from the far countries of the world a seasonal assortment of "little" gifts for business associates or as stocking stuffers, such as French costume jewelry selected in Paris. Also popular are semi-precious pieces, like this year's pin featuring a cultured pearl set in a cluster of jade beads, for \$25 plus tax. Matching earrings, at \$20 plus tax, make up a handsome set. A few quality items for men also are available, including scarves, ties and cuff links.

The wife who yearns for a dressing table, or an important lamp to brighten a living room corner, can be gladdened by a gift from John M. Smyth Co. furniture. Trained decorators will help select an item to suit the tastes of the recipient as well as the interior of the home. If just the right piece is not in stock, the staff will go scouting for rare or unusual items.

The wide and wonderful world of

books will be brought right to the executive's desk by Kroch's and Brentano's. A telephone request will bring a trained representative to the businessman's office with a case full of titles for the gift giver's choice. The store then takes over as St. Nick's assistant, handling gift wrap, enclosure of personal cards, and shipment timed for Christmas delivery. This time-saving service is offered for both personal and corporate gifts, with no minimum purchase required.

Catalogs Available

The variety of interests represented by friends and relatives on a personal gift list, however, is apt to be extensive. Kroch's and Brentano's suggests another method that puts their departmental specialists at the businessman's service. A gift list mailed or telephoned to the store, with clues to each person's interests, will be neatly matched with titles, and again the store will take over wrapping and delivery. For the man who would rather make his own selections, catalogues are available.

Everything from a science toy or an ABC reader to fine bindings and rare editions can be supplied through these services. Some executives enjoy building fine libraries for their children or grandchildren. If such lists are submitted early enough, the store's bibliophiles will scout for just the right treasure to put under the tree.

"Sure fire" titles the store suggests as likely to please almost any name on a list include "Living Free," by Joy Adamson, at \$5.95; MacKinlay Kantor's "Spirit Lake," at \$6.95; the Norman Rockwell Album, at \$14.50; "The Epic of Man," published by Prentice Hall, at \$13.50; and the humorous "Little Me," by Patrick Dennis, at \$5.95. Young people will enjoy "The Golden Book of the Civil War," at \$4.95, or the Tasha Tudor "Book of Fairy Tales," beautifully illustrated, at \$3.95.

The Cokesbury Book Store has moved from its Rush Street location into the Loop just in time for the Christmas season. In its new and spacious quarters at 79 W. Washington Street (Clark and Washington), Cokesbury has greatly enlarged its selection of general books, from children's titles through science

and home arts on to fiction, biography, reference works, etc. All these can be found in their own departments on the street floor. Religious books and church supplies have a second-floor shop of their own. Cokesbury, too, has a telephone personal shopping service, with a new number — RAndolph 6-1607.

Stop and Shop will fill your gift list by telephone from almost a thousand different items in all price ranges, running from the traditional fruit basket through gift-packaged steaks to fresh frozen armadillo. What hostess wouldn't enjoy a choice selection of hors d'oeuvres, or a sumptuous variety of jellies and preserves? Game birds, suckling pigs, even reindeer, elk or moose meat all can be gift-ordered through this emporium of good eating.

Lyon-Healy offers similar services for gifts of music. The record department, for example, will select and match discs to a gift list, handle wrapping and shipping, and automatically include a gift exchange certificate as insurance against duplications.

Radios Rate High

Radios, record players and tape recorders also rate high among Lyon-Healy Christmas customers, and this year's selection is larger than ever. Transistor radios range from a tiny pocket model at \$19.95 to an AM-FM plus middle-wave set at \$150. An excellent small AM-FM set will retail at \$69.95. Tape recorders start at \$29.95 for a small, completely transistorized portable, and record players run from \$24.95 to a portable self-contained stereo with two speakers at \$99.95.

Another item Lyon-Healy anticipates will be highly popular is a truly portable TV, weighing only 13 pounds (without batteries for AC current), or 17 pounds with batteries, to sell at \$279.95. Dimensions of this efficient little set are only 8 x 8 x 12 inches.

Larger gifts, says Lyon-Healy, most often are family purchases. But for the venturesome soul who wants to surprise his family in the grand manner with a piano, organ or console TV or hi-fi, expert advice is available.

Many a Santa Claus likes to
(Continued on page 44)

HERE'S THE Andes CHRISTMAS SAMPLER !

Or at least a part of it. Send for your free copy today!

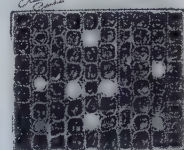


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CREST MINIATURES

Andes bite size (maybe two bites for the dainty eaters) luscious miniatures. Big on eating and big on value with over 80 scrumptious pieces to the pound. Take your choice of milk chocolate or mixed light and dark. 1/2 lb. \$1.30, 1 lb. \$2.45 2 lb. \$4.85



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Let Andes solve all your Christmas gift giving with delectable kitchen fresh candies in colorful Christmas wraps.

Andes will take care of all the details — including packing, shipping and sending — and we'll enclose your card as per your instructions.

Just clip out the coupon below and attach to your business letterhead for our colorful brochure and FREE SAMPLER BOX OF ANDES CANDIES.

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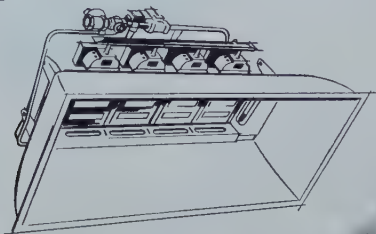
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Gas-fired infra-red heaters have recently been installed in a new United Air Lines hangar at Chicago O'Hare International Airport. Here the planes are serviced, and de-iced if necessary, under glowing red ceramic units suspended from the ceiling.

No matter how cold it is outside, the Gas infra-red heaters direct their warming rays to supply perfectly controlled heat to the people and equipment below. Like rays from the sun, the energy from Gas burners heats

only the objects touched without wasting heat on the intervening air. The warmed floors and walls of an infra-red heated building also produce warmth by means of radiation, conduction and convection.

In addition to the comfort of heat without air movement, Gas infra-red burners are economical to operate and require little, if any, attention. Normal maintenance consists of air blowing the units once each heating season.

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INDUSTRIAL DEPARTMENT

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THIRTY-THREE projects in Metropolitan Chicago during the month of October represent an investment of \$21,601,000, compared with 36 projects and an investment of \$16,361,000, for October 1960. To date this year, there have been 342 projects and an investment of \$210,611,000, compared with 318 projects and \$205,126,000 for the first ten months of 1960.

Projects covered in this report include construction of new plants and industrial warehouses, expansions of existing plants and warehouses, and acquisitions of land or buildings for industrial purposes.

- **Cities Service Oil Company** recently announced plans to build a naphthalene production plant adjoining its East Chicago refinery. This will be the first unit of its kind to be established in the midwest, and it will have the capacity to produce 50 million pounds of naphthalene annually. Naphthalene is used in making plasticizers, alkyd resins, dye-stuffs, and insecticides. Construction will be underway soon with the completion scheduled for mid-1962. At the same time the company will re-vamp and modernize its crude oil facilities. General contractor, Catalytic Construction Company.

- **Vulcan Containers, Inc.**, manufacturer of steel pails, small drums and tin cans on Mannheim Road at Congress Expressway, Bellwood, recently began construction of a 150,000 square foot industrial building in Vulcan Industrial Park, located near the present plant. The new structure will replace the existing plant in a gradual relocation of production operations which will involve improved efficiency and general modernization of the firm's operations. Construction is scheduled for completion by the end of the

year. Architect, Charles Pope and Associates; general contractor, Ockerlund Construction Company.

- **Admiral Corporation**, 3800 W. Cortland Street, recently announced plans for an immediate addition of 112,000 square feet to its Harvard plant (McHenry County) for increased production of radio, TV and stereo phonograph sets. This is said to be the eighth expansion of the Harvard plant.

- **Eastman Kodak Company** recently broke ground for a new mid-west headquarters building at 1901 W. 22nd Street, Oak Brook, to replace the current headquarters at 1727 Indiana Avenue. The building will be constructed on a 20-acre site, recently acquired, and will contain approximately 192,000 square feet of floor space. The company's process laboratory at 1712 S. Prairie Avenue will remain where it is. Completion of the new structure is expected by the end of 1962 or early 1963. Engineer and architect, Johnson and Johnson Engineers — Architects, Inc.

- **Radiation Instrument Development Laboratories, Inc.**, manufacturer of scientific instruments and equipment, recently completed the relocation of its operations from 61 E. North Avenue, Northlake, to 4501 W. North Avenue, Melrose Park. The new quarters comprise a one-story building of 60,000 square feet on a 90,000 square foot site and was acquired on a long term lease. Brokers, J. J. Harrington and Company and Van Vlissingen and Company.

- **William J. Stange Company**, manufacturer of food chemicals at 342 N. Western Avenue will soon begin construction of a 70,000 square foot warehouse and production addition to its plant. The addition will

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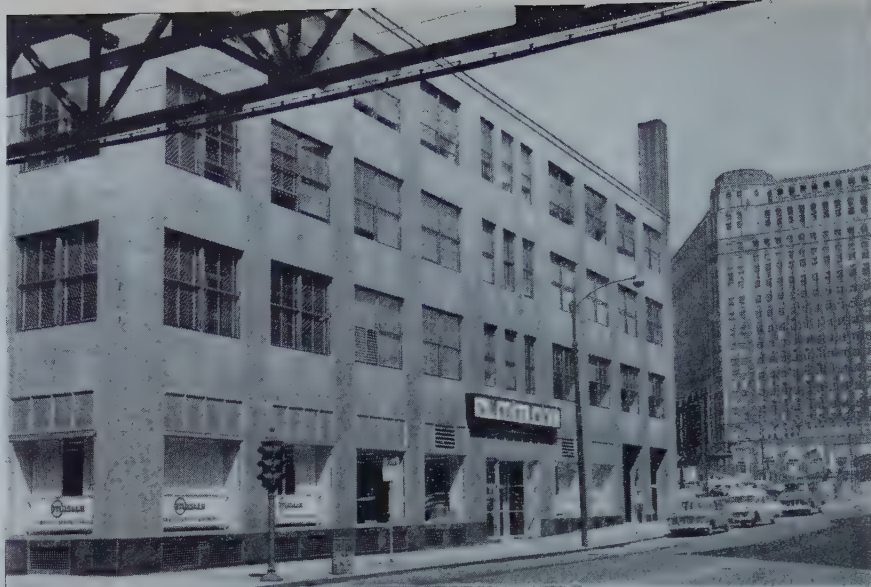
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New Chicago District Offices of the Mosler Safe Co. at 200 N. Franklin Street also house complete facilities for servicing company's valuable protection equipment, electronic and electrically-driven mechanized card files

be constructed on a segment of land adjoining the plant, recently acquired from the Land Clearance Commission. Two other segments acquired are located on Fulton Street between Western and Artesian Avenues, and at the southeast corner of Artesian Avenue and Fulton Street. The three segments total approximately 69,000 square feet. The company may construct a second building on the property within the next few years. Architect, Huebner and Henneberg; general contractor, D. W. Neville and Associates.

• **Warwick Manufacturing Corporation**, manufacturer of communications equipment at 27th Street and Deborah Avenue, Zion, will construct a 63,000 square foot addition to its plant, which is scheduled for completion in 1962.

• **Vita Food Products, Inc.**, producer of preserved fish products and food specialties at 659 W. Lake Street, has plans to build a 44,000 square foot plant on Lake Street at Oakley Avenue in the Lake Street Industrial District. The firm will relocate its operations when the plant is completed late next spring. Architect, William C. Holland.

• **Chemco Photo Products Company**, manufacturer of graphic arts supplies at Glen Cove, New York, recently announced plans for the construction of an office-warehouse facility containing 12,000 square feet of floor space on Lynch Street north

of Elston Avenue where the company has acquired a one acre site. The company now has a sales office at 442 N. Wells Street. Broker, Davis, Pain and Company; general contractor, Northern Builders, Inc.

• **W. S. Darley and Company**, manufacturer of fire fighting equipment, recently relocated operations in a newly constructed plant at 2000 Anson Drive, Melrose Park (Anderson's Mannheim & North District). The company was formerly located in Chicago at 2810 W. Washington Boulevard and at 3917 Armitage Avenue. General contractor, J. Emil Anderson & Son.

Thanksgiving Recipe

(Continued from page 17)

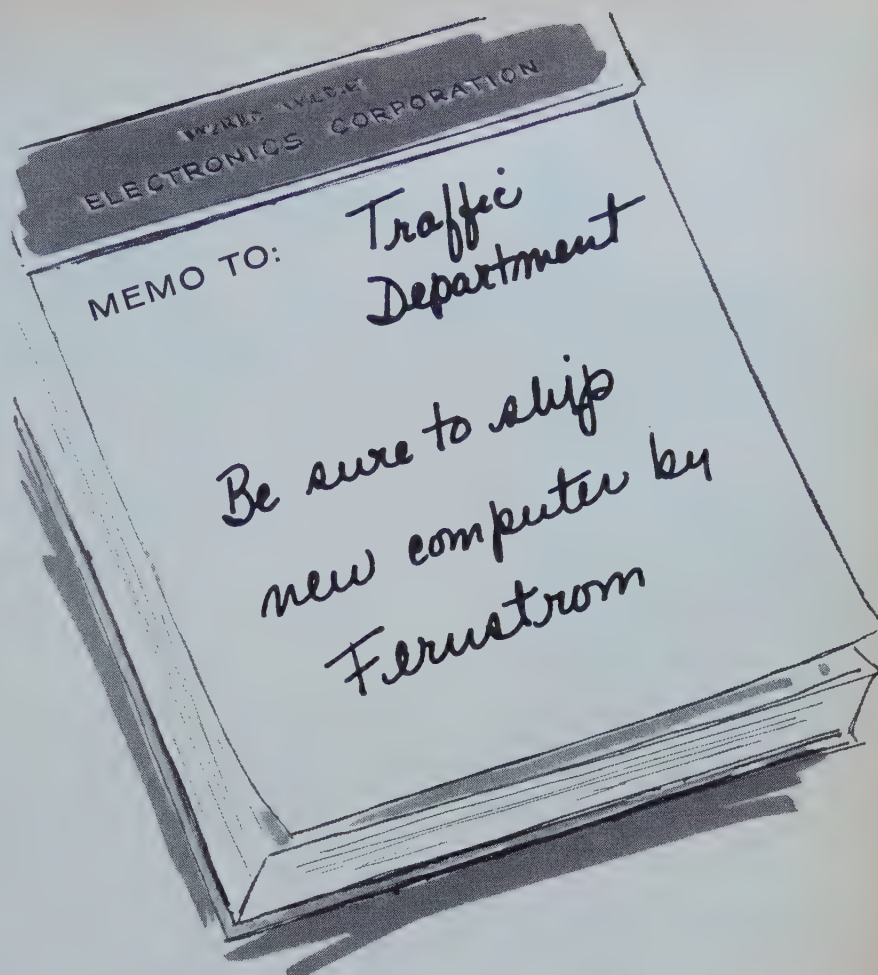
trips, tell much of the story of our hunt for blues and snow geese:

"September 30, Saturday: E. H. Shomo, Art Balfour and I boarded Trans-Canada Airlines Vanguard Jet at 9:30 a.m. Arrived in Toronto two hours later. Checked through customs. Arrived in Montreal and were met at airport by limousine from LacQuimet Club. Had a beautiful two-hour ride through Fall-colored foothills of Laurentian Mountains. Tom Wheeler, owner of the Club, met us.

"He is the originator of hunting and fishing flying trips to many previously uncharted and unfished areas of Canada. Wheeler Airlines, Limited, today compiles more miles over the tundra and frozen surfaces

**Millie Mercier's
Recipe for Roast Wild Goose**

First, shoot a goose. Second, have husband pluck and thoroughly clean fowl. Soak goose in mixture of water, 1 cup vinegar and $\frac{1}{2}$ cup salt 1 hour. Drain well. Season cavity well with salt and pepper. Place in cavity, 1 cut carrot, 1 can drained bing cherries, 1 apple quartered, 1 orange quartered. Sear and brown goose $\frac{1}{2}$ hour in oven at 550° . Reduce heat to 225° . Place cover on roaster. Baste at frequent intervals with bing cherry juice mixed with 1 cup orange juice. Allow about $\frac{1}{2}$ hour per pound of goose at 225° . Optional: $\frac{3}{4}$ cup port wine may be poured over fowl $\frac{1}{2}$ hour before serving. Call husband to table, and make him carve fowl for the guests.



of Canada's northland than it registers over forest areas, but it's still called "bush flying". Wheeler is a most interesting person. Back in 1921, he bought his first Curtiss Jenny. Pilot Herve St.-Martin made the first flights into the bush from Wheeler's resort on Lac Quimet. Over the years, Wheeler added more planes until in 1958, in terms of dollar volume, his air service was the sixth largest operation in Canada.

"Last year, Wheeler sold his heavy transport division with licenses and a Montreal foothold, and consolidated his Wheeler Airlines at its birthplace, St. Jovite. Wheeler today possesses a fleet of 28 aircraft, dispersed at such faraway places as Frobisher Bay on Baffin Island, Fort Chimo on Ungava Bay, Goose Bay in Labrador and Great Whale on Hudson Bay.

"Wheeler's fleet includes DeHavilland Otters and Beavers, Norsemen, Cessna 185's, Piper twin engine Aztecs, several helicopters and a spray-plane fleet of Grumman TMB Avengers and Stearmen. Flying conditions up North vary widely and therefore standardization of equipment is impossible. Wheeler aircraft take up where scheduled airlines leave off, because there aren't any landing fields in many places Wheeler goes.

"Operating a string of hunting and fishing camps in the Lauren-

(Continued on page 50)

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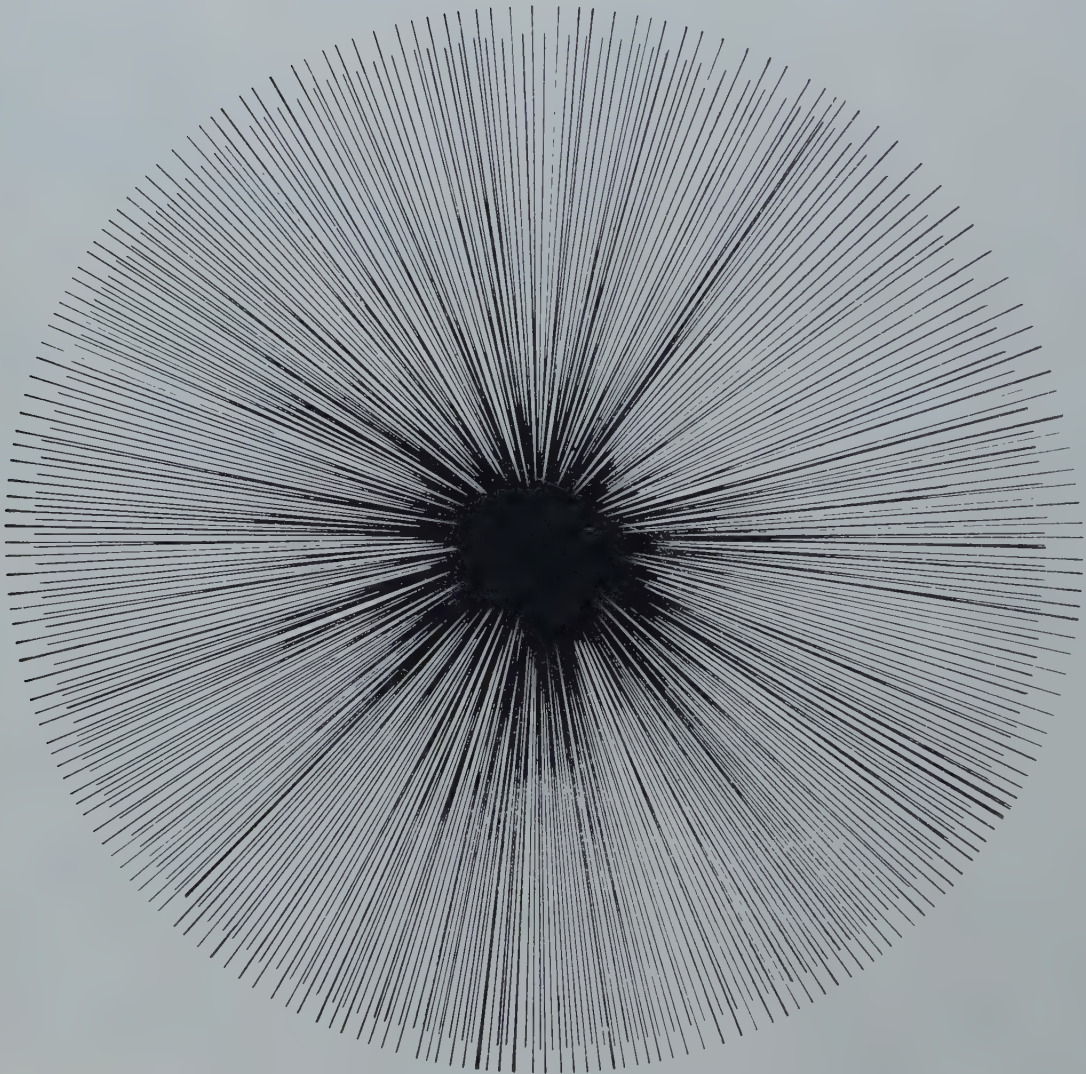


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Although the *Stellarator* is strictly experimental, there would be no nuclear programs of any type without steel. The very heart of an atomic generating plant—the reactor vessel—must be steel, whether it's the power plant of a nuclear submarine or a commercial generating station. In addition to the reactor, the power station literally bristles with tons of special steels developed in the laboratories and produced in the mills of United States Steel. If nuclear power is the door to America's future, the key is steel. *America grows with steel.*

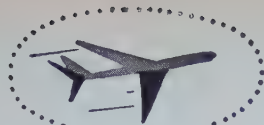
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Transportation and Traffic



THE Post Office Department has announced that it will seek Interstate Commercial Commission approval for an increase of about six per cent in 4th class (parcel post) zone rates and 13.8 per cent in catalog rates. Under the proposed revision, no parcel mailed within an 1,800 mile radius (through the seventh zone) would be increased more than six cents. Beyond this point (eighth zone) the largest increase would be nine cents. In addition, the department proposes to increase the maximum size of fourth class matter mailed between first class post offices to 100 inches and the maximum weight to 50 pounds. Presently on mailings between first class post offices the weight limit is 40 pounds when addressed for delivery in the local, first or second zones and 20 pounds when addressed to the third through eighth zones, and the maximum size is 72 inches. No change is proposed in the present 70 pounds and 100 inches maximum weight and size for parcels mailed at, or addressed for delivery at, a second, third or fourth class post office or on a rural or star route. Interested persons may submit to the Assistant Postmaster General, Bureau of Finance, Washington 25, D.C., in writing before November 20, 1961, data, views or arguments for consideration by the Department. An informal conference with representatives of the department is set for December 11, 1961, at 10 A.M., in Room 5041, Post Office Department, Washington, D.C., at which time interested parties will be afforded an opportunity to submit orally data, views or arguments.

• **Amend and Approve Central Area Motor Rate Increase:** The Central Committee of Central States Motor Freight Bureau, on reconsideration of Docket 41910, approved

the following increases in class and commodity rates:

1. Minimum charges (less capacity loads), increase 50 cents.
2. Less truckload or any-quantity rates on quantities less than 1,000 pounds, increase 35 cents per 100 pounds.
3. All shipments moving on rates other than those covered in paragraphs 1 or 2 to be subject to surcharge of \$1.00 per shipment.

The above adjustment is intended to supersede the \$1.00 per shipment surcharge which is scheduled to expire April 14, 1962. The committee again deferred action on Docket 42225 which would boost all class and commodity rates by 10 per cent.

• **Dedicate New Terminal Building at Meigs Field:** The new \$700,000 terminal building at Meigs Field, Chicago's lake front airport, was dedicated October 19. The building is two stories in height, constructed of stone, steel, concrete and glass. It commands a dramatic view of Burnham Bay and the Chicago skyline. Last year there were more than 28,000 scheduled helicopter arrivals and departures at Meigs Field carrying nearly 100,000 passengers to Midway Airport or O'Hare Field via Chicago Helicopter Airways. More than 85,000 conventional business aircraft landed at or took off from Meigs Field last year. These aircraft carried 330,000 passengers. The total number of passengers using Meigs Field in 1960 was over 425,000.

• **Cancellation of Under 5,000 lb. Truckers' Commodity Rates in Illinois Recommended:** An Illinois Commerce Commission examiner, in his proposed report, states that "there has been no substantial showing that the applicable class rates,

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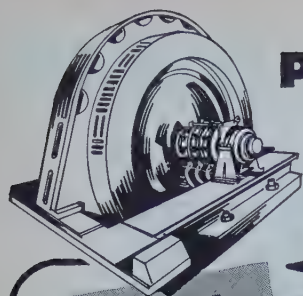
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in Illinois would impede the flow of traffic on shipments weighing less than 5,000 pounds." The commission, in September, 1956, issued an order in No. 10760-MC prescribing a scale of minimum class rates to be observed by all common carriers of property by motor vehicle within Illinois. In addition, it ordered the cancellation of all less truckload commodity rates on shipments weighing less than 5,000 pounds within 60 days unless a carrier applied within that period for the continuation of any particular commodity rate pending hearing as to the reasonableness of such rate or rates. While 90 carriers, either individually or through their tariff publishing agent, filed petitions for continuance of particular rates, at the subsequent hearings 63 of these carriers did not appear to offer evidence in justification for these rates. The examiner's report concludes that "shipments weighing less than 5,000 pounds should move at, or close to, the classification basis." Exceptions to this proposed report are due November 6, 1961.

• **President Signs Bill Legalizing Dual Steamship Rates:** President Kennedy has signed H. R. 6775, a bill permanently legalizing the dual rates of steamship conferences. The measure was opposed by the Justice Department because it did not contain certain anti-trust safeguards. In signing the bill the President said that if experience under the law demonstrates that additional protection or additional regulatory authorization is necessary, it will be requested. Under the dual rate system shippers agreeing to use the services of conference steamship lines exclusively are granted lower transportation charges than are offered shippers not agreeing to such exclusive use.

• **Harry Semrow Appointed Postmaster at Chicago:** State Representative Harry H. Semrow has been appointed postmaster at Chicago to succeed Carl A. Schroeder who resigned last August. In addition to serving in the Illinois General Assembly, Mr. Semrow is also president of the Semrow Products Company and the Semrow Broadcasting Corp. He was sworn in as Postmaster November 2 by Postmaster General J. Edward Day.

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Don't Automate Confusion

(Continued from page 24)

pointed out . . . giving him in a few minutes, a full view of progress that is being made." Note that this was in 1903 and since then it has been reiterated by many, many people, and is generally accepted as a business "law."

However, in practice, this law is honored more often in the breach; and when followed is usually "accidental." We have a common example of accidental management by exception when the "boss is busy" and "can't be bothered." This situation of accidental exception has its roots in management's disinclination to follow rational exception procedures. The "busyness" of the manager is due to his inclination to want all the information that is available. He feels that by having this mass of detail pass over his desk he is keeping in close touch with the entire business.

Professors Lemke and Edwards of Michigan State University suggest it is not just the manager who ignores the exception principle: "Frequently the controller 'solves' the problems by giving line managers everything there is to know, swamping them with details."

This tendency gets progressively more absurd and more dangerous. For we have now, in electronic computers, the literal ability, not to swamp, but to bury a manager. In one situation, that must remain unnamed for obvious reasons, daily sales reports from a 1957 model computer to one sales division manager's office, ostensibly for his perusal, measured four feet high.

Manufacturing companies among Statistical's clients use from 500 to 2500 different forms. It has been estimated that employes from one large automobile firm handle a million different pieces of paper a day. G. W. Chano in "Management Review" said: "Computer technology is outdistancing computer sociology. The problem today is not getting more and more information," he said. "The problem today is the need of management to get this information in the form that it needs it and in time to take effective action."

"Our job must be to bring home this lesson to management. We must tell them: 'You managers cannot re-

view every piece of data, oversee every event, and deal effectively with each item of information.' This procedure is unnecessary, in many cases impossible, and most assuredly not desirable."

Professor John M. Allderige of Cornell University put it none too strongly, when he wrote: "We are easily in danger of wallowing in ever-greater complexity in this management business . . . there is the general idea that refinement and insight are the same in management problems . . . that if more information is obtained faster, all problems can be solved . . . overwhelmingly detailed data processing systems can be very real blocks to progress both in the money they can cost and the knowledge they can retard by all that clutter."

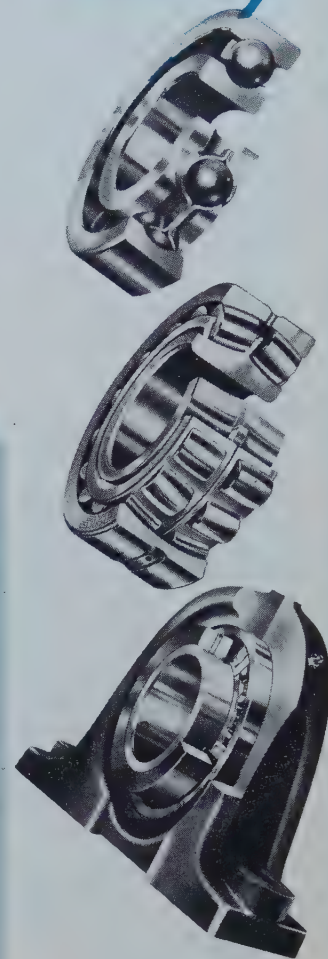
The only answer is the planned, not accidental, use of the exception principle. The principle is being intelligently used by some today. But there is a possibility of even greater use. Its use is essential if we are to avoid my nightmare. Let us look for a moment at a few examples of how the exception principle is being used right now.

As reported recently in "Factory" the American Machine and Foundry plant in Brooklyn is using a small Univac computer which prepares work-behind-schedule reports. Note the exception character of "work-behind-schedule": It is not a record of all work accomplished. Only those areas where management attention is needed because the work is not being done are noted.

Department stores are becoming big users of planned exception control. Macy's in New York City, Dey Brothers in Syracuse, N. Y., and McCurdy's in Rochester, N. Y., to mention but a few, have going programs or are experimenting with the reporting of just "fast" or "slow" moving items, rather than all items on the daily sales report.

The Cummins Engine Company in Columbus, Indiana has recently installed an integrated process control system. One aspect was the establishment of control limits with respect to customer demand. Weekly, estimated average monthly requirements for each part are compared with the corresponding upper and lower control limits by means of an IBM 650. If the requirements are above the upper control limit or

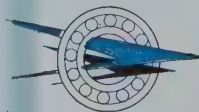
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below the lower control limit, the Production-Control Group is notified. This Group then reviews the relevant information pertaining to the part and acts accordingly.

This principle is important even if it is not utilized on a computer. For example, the Allerton Chemical Company in Rochester, N. Y., operates a visual inventory system without the customary stock ledger cards. Only the exceptions in the form of raw materials at or below the order point are reported or recorded.

Needless to say exception control can reap enormous benefits. Let me cite an excellent example. The Westinghouse meter plant in Newark, N. J. is reported to be saving a cool million dollars a year by computer inventory control. Using sales figures, and taking into account the costs of labor turnover, machine set-up, and so forth, the computer decides when to stock an item formerly produced to order, when to adjust the inventory of an item losing popularity, etc.

Note the key word is decision. The computer can make decisions and must be allowed to do so. But it can't think. It can only decide on the basis of decision rules established by management. In department stores, fast and slow criteria were set forth beforehand; at Cummins, control limits were set beforehand. Exception control requires this.

Exceptions Reported

Exceptions to standard performance are reported. Then management can decide according to the amount of variance whether the manager should investigate the situation further. If exception control is working there will be less data and fewer and shorter reports being passed around.

You'll be reading about the exceptions on which you must take action rather than reading yourself blind just to find out that everything is dandy. You'll be thinking about getting the routine decisions made for you, rather than getting reports upon which you must make the decisions.

As Mr. Robert W. Christian, Associate Editor of *Factory* advised: "Insist on getting decisions, not just reports . . . that's what computers are for. . . . Don't hang new machines

on an old system. . . . A horse with dual carburetors is still a horse."

Machines can't think for us but they do force us to think and re-think our business problems. One of the tragedies of computer use today is the automation of current confusion. It isn't sufficient to just state old rules. New rules must be designed to take advantage of the new technology available.

It should be noted that the decision rules can be rather complex, ranging all the way from the simpler rate-of-sales rules in the department store example to the apparently sophisticated rule of the Westinghouse plant. We have both the mathematical insight to concoct detailed rules as well as the computer capacity to handle the complex mathematics.

Another Danger

Indeed, this leads to another danger substituted for the aforementioned danger of excessive reporting — the danger of over-complicated exception criteria. This usually stalls for some time the installation of effective controls. The current brand of operations research people must be watched and prodded so they don't get carried away with the delights of analysis. We must be aware of confusing figures with facts. I would define facts as pertinent figures in manageable form.

Tailor-made control systems are a must — whether we use arithmetic or mathematical programming, one sheet of paper or the most elaborate computer. Otherwise management and control by exception is just not a reality.

The difficulties are enormous — we have a staggering capacity for information storage and emission. It is natural, moreover, for us to be pleased with this truly amazing accomplishment and push it even further. But it mustn't be done without awareness of the social impact on people.

Nuclear development has forced upon society new political problems and social solutions. Computer advances are forcing on management society, new channels, forms of conduct, and a re-programming of our thinking. Of course, we can't afford to generate all the facts, information, and data that we are capable of producing. We have seen that it is necessary to channel all the noise we are

capable of and make it intelligible.

This channeling presents a very real human problem in decision rule design. Unconsciously the manager very often resents mathematical models for decision making; the programming of the computer which enables it to make judgments. He can view it as an affront to his personal contribution of making decisions in complex and uncertain situations. In fact we know that the construction of these mathematical models places a premium on top management's contribution. This fact is our hope, our only hope, if we are to guide management into intelligible uses of data processing and computing equipment.

We can't jam computerized mathematical decision-making down management's throat and yet we can't afford not to have it. Somehow, somehow this "new thought" must be conveyed. We must convince the manager that these apparent encroachments on managerial prerogative are really opportunities for far greater leadership.

Managers are hardly running out of problems as science moves in on schedules, budgets, inventory levels, production planning, and the like. True, the unimaginative may run out of vision. But all this science in business is really releasing executive talent for its basic job of broad leadership and creativity. The challenge, then, is to harness our massive information potential to useful purposes. It has to be used of course, but used wisely.

Nor is this wisdom going to come strictly from technological research — they need your experience as observers of the management scene, and as intelligent observers of management in action. Only in this way can we gain insight as to what good exception criteria are. Only in this way can we make management and control by exception — evermore fundamentally and urgently needed — a thorough and effective reality.

Depreciation Charges

(Continued from page 21)

fluctuations is evident. On the downside, in recessions from 1948 to 1949, from 1953 to 1954, and from 1957 to 1958, the sharp declines are manifest. In the recent recession, corporate profits after tax dropped from \$24.2

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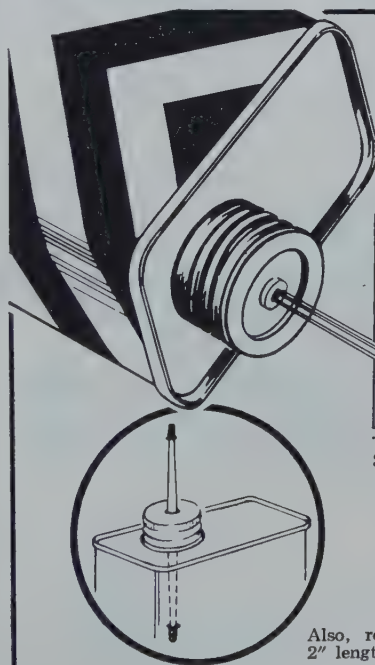
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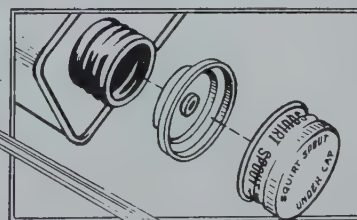
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billion in the first quarter of 1960 to \$20.0 billion in the first quarter of 1961. Similarly, in terms of recovery and expansion, there should be noted the sharp rises from 1946 to 1948, from 1949 to 1950, from 1954 to 1955, and from 1958 to 1959. The current recovery has already carried total corporate profits after taxes from \$20.0 billion annual rate seasonally adjusted, in the first quarter of 1961 to somewhat over \$25 billion currently.

The problem of adequate profitability for business enterprise under present-day circumstances, however, is pointed up by the unsatisfactory performance in the second and third year of good times following recession. Thus, profits declined from 1951 to 1953, from 1955 to 1957, and from 1959 to 1960. In the face of higher sales and greater net investment, these developments have

marked recurring deterioration in profit margins, decline in rate of return on stockholders' equity, and no return at all on the increment to net investment during these years.

This points to the crux of the problem regarding profits in the present recovery and expansion. In spite of strong pressures on profit margins, total corporate profits are likely to rise to new record dollar amounts under the impetus of the present cyclical advance in business.

At that stage, however, will there once again follow deterioration in profits and consequent undermining of good times? Or will there be the creation and working out of some better relationship between costs and prices? Such a development could be a positive influence of great importance toward the achievement of substantial growth in the American economy.

The sideways movement in total corporate profits during the last decade on balance has resulted partly from high and rising depreciation and amortization allowances. Thus, total corporate profits in 1960 at \$22.7 billion were just below their level in 1950 of \$22.8 billion. Over the same span of time depreciation charges had risen from \$7.8 billion in 1950 to \$22.9 billion in 1960.

Cash Earnings

This situation in terms of individual companies has caused many financial analysts to devote a great deal of emphasis to the concept of "cash earnings," that is, the sum of reported earnings plus depreciation charges. It will be noted in the table that "cash earnings" of all United States corporations have risen from \$30.6 billion in 1950 to \$45.6 billion in 1960.

The tremendous rise in depreciation charges during the postwar period is an essential element in appraisal of recent profit developments. This increase has resulted from a number of causes, including substantial outlays for plant and equipment, much higher costs, and faster writeoffs in recent years. Certainly the nature of depreciation accruals as noncash charges against sales is valid, as is the resultant concept of cash flow available for dividends or investment in business assets. In the case of many individual corporations and groups of corporate enterprises, a cash earnings concept is necessary for comparability, given changes in the rate of depreciation and amortization allowances.

The table entitled "Employee Compensation and Corporate Profits in Relation to Corporate Sales" indicates a continuing trend upward during the entire postwar period in the ratio of corporate depreciation charges to total corporate sales, from about 1.5 percent soon after World War II to about 3.0 percent in the last few years. This behavior contrasts with the ratio of total employee compensation to total corporate sales, which has shown significant cyclical fluctuation but not a marked trend upward. Total employee compensation includes indirect benefits for labor as well as wages and salaries. From the standpoint of stability of dividend payments, too, the rising levels of de-

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**EMPLOYEE COMPENSATION AND CORPORATE PROFITS
IN RELATION TO CORPORATE SALES
1946-1960**

Fiscal Year	Employee Compensation as ratio of Total Corporate Sales	Corporate Depreciation Charges as ratio of Total Corporate Sales	Corporate Profits after Tax as ratio of Total Corporate Sales	Cash Earnings as ratio of Total Corporate Sales	Net Cash Earnings as ratio of Total Corporate Sales
1946	43.45%	1.55%	4.96%	6.50%	1.88%
1947	37.02	1.50	5.24	6.73	1.84
1948	36.26	1.59	5.28	6.87	2.03
1949	38.06	1.92	4.32	6.24	1.84
1950	35.70	1.81	5.27	7.09	3.17
1951	36.92	1.84	4.03	5.88	1.45
1952	39.04	2.08	3.45	5.53	1.04
1953	39.90	2.25	3.46	5.71	1.15
1954	40.19	2.61	3.26	5.87	1.53
1955	37.35	2.62	3.84	6.46	2.42
1956	38.35	2.74	3.71	6.45	1.72
1957	38.03	2.84	3.32	6.16	1.30
1958	39.07	2.86	2.85	5.94	1.93
1959	38.67	2.99	3.29	6.28	2.43
1960	39.77	3.10	3.07	6.17	2.00

preciation accruals and cash flows represent greater strength and improved quality of earnings.

For all this, however, the concept of cash earnings is commonly misused. Too often it is said of individual common stocks that their price-earnings ratios at such and such are high but that their "price-cash earnings ratios" are only so and so and that on this basis the stock is cheap. Depreciation accruals represent noncash costs but nevertheless, true costs. There are no real profits until all costs are recovered, including full recovery of investment in assets in terms of book value, to say nothing of current value.

Furthermore, the necessity of high and continuing plant and equipment expenditures is quite as great as is the reality of high and continuing depreciation charges. Every business firm must make vigorous efforts to keep pace with competition, to introduce the newest technological improvements, and to try to keep at least even in the hard and relentless race against higher costs. To an increasing extent business capital outlays are not for expanding capacity but rather are for modernization, cost-cutting, and introducing new products. Plant and equipment expenditures, in short, must be maintained simply for keeping alive and in business. While such outlays are capitalized as depreciable assets, in reality they are, to a considerable extent, current costs not so recorded. Herein is the basis for the necessity of overall depreciation reform and faster tax writeoffs as well as the

desirability of adoption of the investment tax credit for new business investment.

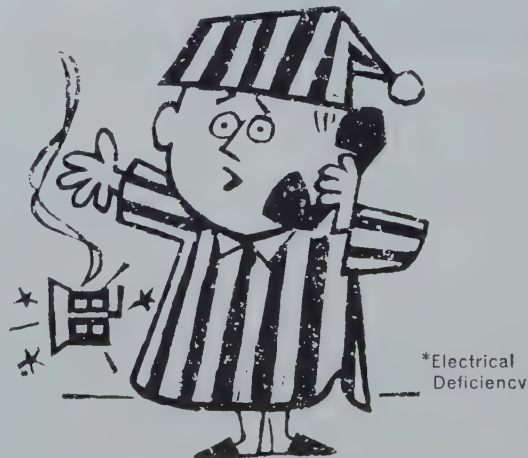
Certainly, in these circumstances, the use of the cash earnings concept alone is a misleading guide to the profitability of business enterprise. It considers cash flow in, so to speak, but gives no consideration to necessary cash flow out. In these circumstances, a concept of "net cash earn-

ings" might be somewhat more realistic and meaningful as an alternative approach to the matter. "Net cash earnings" are defined as cash earnings less plant and equipment outlays. The table indicates that the level of "net cash earnings" was slightly higher in 1960 than in 1955 and the level in that year was higher than in 1950. Year-to-year changes in "net cash earnings" are caused, of course, by short-run fluctuations in plant and equipment outlays as well as in reported earnings.

Inventory Valuation

Early in the postwar period sharp inflationary increases in prices had major consequence for reported earnings. The effect on profits of inventory valuation from changing prices has been specifically recognized and measured by the Department of Commerce. Some aspects of this are shown in the table entitled "Inventory Valuation Adjustment in Relation to Corporate Profits Before Taxes." The amount of inventory valuation is shown in dollars as is its relationship to corporate profits before taxes and to total corporate sales. When prices are

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INVENTORY VALUATION ADJUSTMENT IN RELATION TO CORPORATE PROFITS BEFORE TAXES SELECTED YEARS

	Inventory Valuation Adjustment (in billions of dollars)	Inventory Valuation Adjustment as ratio of Corporate Profits before tax (percent)	Inventory Valuation Adjustment as ratio of Total Corporate Sales (percent)
1946	\$-7.0	-30.90	-2.57
1947	-7.4	-24.96	-2.12
1948	-2.6	-7.76	-0.66
1950	-6.1	-14.91	-1.40
1955	-1.9	-4.31	-0.32
1957	-1.8	-4.26	-0.27
1960	-0.03	-0.06	-0.004

rising, higher profits emerge from inventory valuations at lower levels of costs. Such profits were particularly important in 1946, 1947, 1948, and 1950. They are highly vulnerable, however, to any tapering off of such price increases. The Department of Commerce includes corporate profits before taxes in national income only after adjustment for inventory valuation.

Profit Margins

The reported figures on corporate profits after taxes in ratio to total corporate sales have declined substantially during the postwar period as a whole. This is shown in the table entitled "Employee Compensation and Corporate Profits in Relation to Corporate Sales." Thus the average ratio of total corporate profits after taxes to total corporate sales was 5.01 percent in the years 1946-1950, 3.61 percent in the years 1951-1955, and 3.25 percent in the years 1956-1960. The ratio was 3.07 percent in 1960.

Interpretation of these data, however, is not easy. To start with, the higher profit margin ratios in the early postwar period were largely the consequence of inventory profits occurring as a result of rapid inflation. Such years hardly offer a reasonable base of comparison.

For another thing, contrary to common opinion, labor costs have not constituted a markedly higher proportion of corporate sales in recent years. This ratio, 39.77 percent in 1960, averaged 38.78 percent in 1956-1960, 38.68 percent in 1951-1955, and 38.10 percent in 1946-1950. Long ago, it was 38.54 percent in 1940 and 39.39 percent on average in the years 1929-1940.

Basic emphasis must be given to the matter of rising depreciation and

amortization charges. The ratio of these charges to total corporate sales rose from 1.67 percent in 1946-1950 to 2.28 percent in 1951-1955 and to 2.91 percent in 1956-1960. The rise in this ratio is equivalent to all of the decline in the ratio of total profits after taxes to total corporate sales during the last ten years. Correspondingly, the ratio of total cash earnings to total corporate sales rose from 5.89 percent in 1951-1955 to 6.20 percent in 1956-1960 and 6.17 percent in 1960. The ratio of "net cash earnings" to total corporate sales rose from 1.52 percent in 1951-1955 to 1.88 percent in 1956-1960 and 2.00 percent in 1960.

These facts again underline the tremendous importance of depreciation reform and tax credits for new business investment and profitability of corporate enterprise.

Christmas Shopper

(Continued from page 31)

spread his bounty two ways, through dispensing unusual gifts that at the same time aid some favorite interest or institution. In just this category is the newly enlarged gift shop of the Art Institute of Chicago, recently installed in new and expanded quarters at the south end of the lobby. Profits from the gift shop go into the general fund to support the Institute.

A surprisingly large stock ranges from unique jewelry starting at a dollar or two upward to Vallauris potter designed by Picasso starting at \$35. Reproductions of museum pieces in glass, pewter or potter are priced from \$3.50 to \$50, from small vases or pitchers to a pewter coffee or tea service. Small framed prints start at \$7.50, and framed reproductions of museum paintings range up to \$50. Reproductions of sculpture also are available.

This year, thanks to more spacious quarters, the Art Institute shop is importing a large stock of folk-art gifts from Mexico, Poland and the Scandinavian countries. The Museum of Natural History and the Museum of Science and Industry also operate gift counters — and all three, incidentally, provide a pleasant excursion for children with an opportunity for them to do their Christmas shopping.

Though the merchants make the

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rueful complaint that men are incurably late shoppers, the Christmas season is well under way for those enticed to Chicago's retail marts from far places. Carson's "Billie" Dargis already has helped three of her regular customers from New Zealand who arrive in a group every October to purchase gifts for their wives and business associates. Others come from Australia, Mexico and all of the fifty states.

Billie reports that men have become increasingly smart shoppers. A few years ago the executive who successfully managed a large business would approach a sales clerk in timidity and trembling and ask for the obvious hosiery, perfume or lounging robe. Today, after several years of the kind of sheltered shopping for men only provided by retailers, the same executive thinks nothing of choosing a designer dress, complete with coordinated accessories.

Younger husbands, says Billie, have acquired as much consumer know-how as their wives, perhaps through helping with Saturday marketing in this servantless era. They make the rounds of several stores, comparison shopping with a sharp eye for quality and price, before making a choice.

Shops To Stay

Nevertheless, the special shops and services for men are here to stay — and growing. They're an indispensable convenience, says Marshall Field and Co., for the man in a hurry, the doctor or dentist or out-of-town visitor whose time is limited. They're a boon to the shy soul, who'd be acutely uncomfortable in the regular women's sections. And they're a life-saver to the procrastinators. Many a man is spared from slipping a coldly impersonal check under his wife's breakfast plate on Christmas morning.

But this year, men, remember! Even the willing retailer can't rescue you on Christmas Eve. It falls on Sunday. Wise men will prepare for the unexpected Cousin Nellie who drops in with a gift for the children. They'll pick up an extra box or two of goodies from one of Andes Candies 68 Chicago-area stores — and swear they had Nellie in mind all the time.



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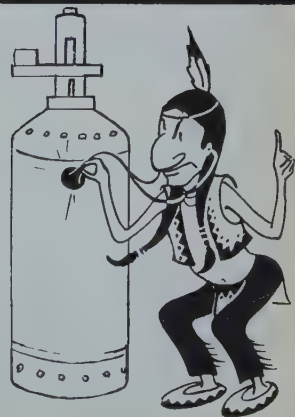
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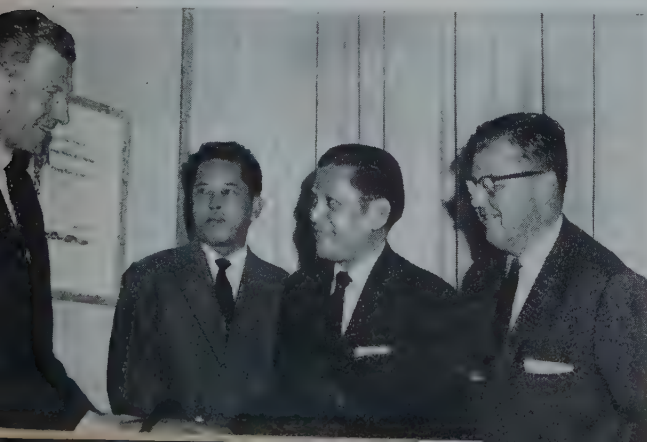


Association Chief Executive Officer Thomas H. Coulter (at head of table, far right) addresses a group from the State Department Officers Training Program. Coulter's topic was the influence of the St. Lawrence Seaway on World Trade

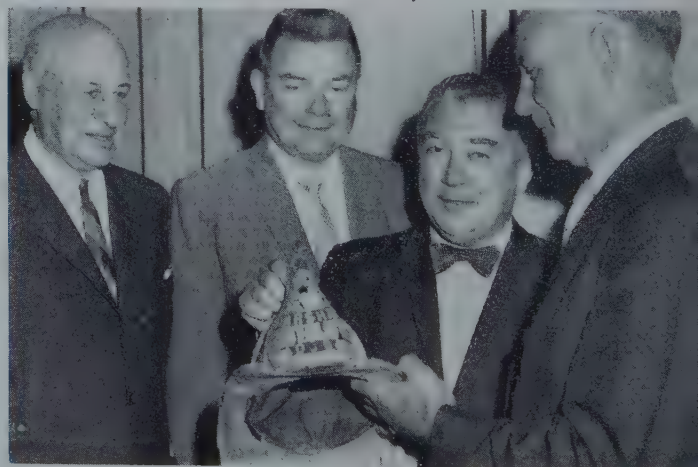


A plaque marking the contribution of the Chicago Convention Bureau to the promotion of Chicago as the Convention Capital of America is presented by Association President James E. Rutherford (l.), Vice President, Prudential Insurance Co., to CCB officials. Accepting the plaque are Gerald Sanderson, CCB Executive Director (center), and Harry G. Kipke, CCB President and Chairman of the Board, Coca Cola Bottling Company of Chicago

Indonesian visitors to the U. S. and the Association discuss trade routes and distances with Association officials. Pictured are (l. to r.) Thomas H. Coulter; Ismed Siregar, Secretary-General, Indonesian Chamber of Commerce and Industry; Anwar Sonda, Senior Official, Department of Trade, Djakarta, and Robert L. Bean, Director, World Trade Division



Members of the Association Harbors and Waterways Committee clasp hands with Danish visitors to symbolize friendship and cooperation at a meeting at the Chicago Yacht Club. Pictured (l. to r.) are Abraham Feldman, CACI Harbors and Waterways Committee and President, Lake-River Terminals, Inc.; William Bricen Miller, committee chairman, and Partner, Lord, Bissell & Brook; Aage Hendrup, General Manager, Port of Copenhagen; J. G. Rode, Chief Engineer, Port of Copenhagen, and Bernh. Olsen, Consul General of Denmark



Fahey Flynn (second from r.), radio and television news announcer, was principal speaker during Fire Prevention Week Luncheon. Shown also are (l. to r.) George H. Dovenmuehle, Vice President, CACI Community Development, and Chairman, Dovenmuehle, Inc.; Elmer F. Reske, Chairman, CACI Fire Prevention Committee and Manager, Cook County Inspection Bureau; Flynn, and Robert J. Quinn, Chicago Fire Commissioner

ASSOCIATION PHOTOGRAPHED IN ACTION

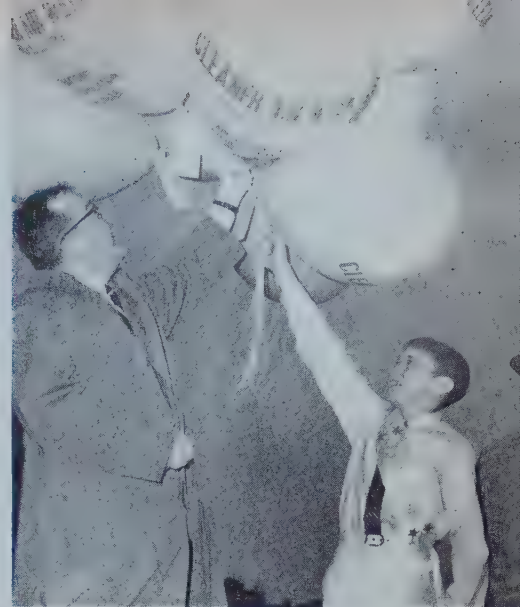


Discussing the promotion of world trade and understanding are (l. to r.) Thomas H. Coulter, Association Chief Executive officer; Alfonso Calalang, President, Philippine Chamber of Commerce; Harold D. Arneson, Vice President, Association World Trade Division and President, Abbott Laboratories International Co.; Mrs. Estela Sulit, Consul General of the Philippines, and James E. Rutherford, Association President



John A. Kennedy (l.), President, James Electronics and Chairman, Electronics Sub-Committee, CACI Industrial Development Division, discusses report on Chicago's status in the electronics industry with Theodore Roberts, Assistant Cashier, Harris Trust and Savings Bank. Kennedy's report to the sub-committee concerned areas in which Chicago electronics industry is adequate and areas where it is deficient and what steps can be taken to improve the situation

A group of 400 Swiss businessmen visiting the U. S. spent five days seeing Chicago last month. Shown are (front, l. to r.) Edward A. Bohlen, International Travel Organization Hotel Plan; Leonard Hicks, Managing Director of the Pick-Congress Hotel, and Mrs. Elsbeth Arnold. Standing are (l. to r.) Walter Zurcher, International Travel Organization Hotel Plan; Pierre Arnold, administrator, the Federation Des Cooperatives Migros, and the late Oscar A. Schneider, Consul General of Switzerland



Helium-filled balloons are released as "Cleaner Air Week," Oct. 22-28, gets under way in Chicago. Releasing balloons are (l. to r.) David Ferguson, Assistant to the Vice President, U. S. Steel Corp.; Chicago's "Sunny Dearborn," and Thomas Carey, Chicago Director, Dept. of Air Pollution Control. Balloons carried tags requesting finders to return information on when and where they were found. "Sunny Dearborn" was portrayed during the week's promotion by Michael Brent



Films of the 1961 Chicago International Trade Fair brought this Swedish group to CACI headquarters during a visit to Chicago. Standing in dark suit at rear is Association Chief Executive Officer Thomas H. Coulter. Beside him is B. G. Jarnstedt, Consul General of Sweden





Ceremonies opening the Japanese Tourist Association, 333 N. Michigan, included ribbon-cutting by Association Chief Executive Officer Thomas H. Coulter. Pictured are (l. to r.) Miss Y. Itoh, secretary; Masami Sato, Assistant Manager; Mr. Coulter; Takeo Ozawa, Consul General of Japan; Mikiyo Sudo, Director; Mrs. Y. Sudo, and Kazuo Iwata, Director, New York office

Port of Chicago facilities Described to Midwest Businessmen

The advantages of shipping via the Port of Chicago were outlined to businessmen of the Cedar Rapids, Iowa, Chamber of Commerce by a special delegation of the Association Harbors and Waterways Committee in October.

A panel discussion was held on port facilities, the labor situation, banking, insurance, forwarding, customs, steamship services and transportation costs.

Participants were William Brice Miller, Chairman, Harbors and Waterways Committee and Partner, Lord, Bissell and Brook; Max M. Cohen, General Manager, Chicago Regional Port District; Frank C. Rathje, Jr., Chairman, Export-Import Traffic Subcommittee, Harbors and Waterways Committee and Second Vice President, Continental Illinois National Bank and Trust Company, and Gerald E. Franzen, Association Director of Transportation.

The trip was the first of several which members of the committee will make to Midwest cities to emphasize the importance and convenience of the Port of Chicago.

VD Conference to feature Mary Ellen Goodman, Ph.D. As Luncheon Speaker

The rising venereal disease rate among teenagers and young adults will be the topic of the VD Conference, December 5, at the Morrison Hotel. Luncheon speaker will be Mary Ellen Goodman, Ph.D., Coordinator, 1960 White House Conference on Youth. Her subject is "Reaching the Teenagers."

Panel sessions will start at 9 a.m. on "Teenagers in the Family, School and Community" and "Teenagers in Industry and Labor." Among the participants in the panels will be Dr. William J. Brown, Chief, Venereal Disease Branch, and Warren T. Davis, both of the U. S. Public Health Service.



Sponsors of the program are CACI, Chicago Board of Health, Illinois Department of Public Health, Illinois Social Hygiene League, Chicago Medical Society, Chicago Federation of Labor, and Chicago Dermatological Society.

Reservations are \$3 and may be made with Illinois Social Hygiene League, 303 East Chicago, Chicago 11, Ill.

New Informative Folder Promotes Chicagoland

"Chicago's New Horizons," a promotional folder marking Chicago's 125th Anniversary on March 4, 1962, has been prepared by the Association to publicize the city as the new world center of trade and transportation.

The folder, which outlines the forces which made Chicago great and will make it greater in the future, will be used in continuing efforts to attract more business and travel to the Metropolitan Area.

It also is designed to be an effective mailing piece for individual businessmen in boosting customer relations and employee relations.

The folder can be purchased for \$35 per thousand in quantities of 500 or more, or 4 cents each in quantities of under 500. Orders may be sent to Paul W. Kunning, Chicago Association of Commerce and Industry, 30 W. Monroe St., Chicago 3, Ill.

WANTED: Photographs of Metropolitan Chicago

A specially designed picture booklet, attractively displaying the business, vacation, educational and shopping advantages of the Metropolitan Area is being planned by the Association.

Members possessing interesting color or black and white photographs which depict scenic areas of the city, or illustrate living and working in Chicago, are asked to forward them to Ray Becker, Public Relations Division, Chicago Association of Commerce and Industry, 30 W. Monroe.

In addition, the pictures may be supplied to other publications which use the Association as a source for Chicago material.

If desired, the original photographs can be returned.

Calendar of Association Events

November 15, 21, 22, 28, 29, December 5, 6, 12, 13, 14	MEMBERSHIP LUNCHEON MEETINGS	Conference Room 12:15 P.M.
November 16, 30 December 7	ILLINOIS COMMITTEE MEETINGS — Chairman Jack H. Cornelius, Mgr. of Community Relations, Peoples Gas Light and Coke Company	Conference Room 12:00 Noon
November 20	RESEARCH CLEARING HOUSE COMMITTEE LUNCHEON MEETING — Chairman, A. C. Schumacher, Economist, Chicago Title and Trust Co.	Conference Room 12:15 P.M.
December 1	BOARD OF DIRECTORS MEETING — President, James E. Rutherford, Vice President in charge of Mid-America Operations, Prudential Insurance Co.	Conference Room 12:00 Noon
December 7	INDUSTRIAL TRAFFIC COUNCIL MEETING — Chairman, G. J. Werner, Traffic Mgr., Motorola, Inc.	Palmer House Traffic Club 11:45 A.M.

Association's Glee Club Will Celebrate Its 50th Anniversary in 1962



The Men's Glee Club of the Chicago Association of Commerce and Industry will mark its 50th anniversary next year, as it continues its service of performing at national, state and local conventions, club luncheons, receptions and celebrations. The group also sings for charities and entertains patients in hospitals.

Director of the group Gregory Konold, and Carl H. Ruether, President, have announced the club is

seeking more singers. Those interested are asked to write to the Association or telephone FR 2-7700.

Membership in the club is open to non-businessmen and to those who do not belong to CACI. Rehearsals are held each Monday evening in the Loop and dues are \$10 per year.

Four important engagements already have been announced for the 1961-62 season: Nov. 16, a one-hour

concert benefit for patients at the Veterans Research Hospital, 333 E. Huron St.; Dec. 17, Christmas carol program, benefit of Good Fellow's Christmas Fund in the Lobby of the Palmer House; March 25, 1962, Concert at the Chicago World Flower and Garden Show, McCormick Place, and the Club's 50th Annual Spring Concert, tentatively set for the third week in May in the Prudential Building Auditorium.

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Thanksgiving Recipe

(Continued from page 35)

tians and far beyond the mountains, Wheeler flies sportsmen to the best spots in short order. However, the planes perform other very important functions; forestry patrol and supply, mining, exploration, mapping, hydro- and other surveys, natural resources work, defense assignments, and they serve as air ambulances.

Wheeler annually "packages" a series of goose hunting trips in the Fall to the Cabbage Willows Camp at the foot of James Bay; organizes special speckled trout and Arctic char fishing trips to Seal River, when James Bay meets Hudson Bay, and makes other sportsman's trips in the sub-Arctic.

"We were much taken with Tom Wheeler's Cub Room and Arctic Room at his Lac Quimet Club. They're veritable museums of the Northland. Over the years, Wheeler has collected Eskimo carvings, pictures, furs, weapons, equipment—all of which are displayed in these rooms.

"October 1, Sunday: Took off at 7:00 a.m. in a ten-passenger Otter for Cabbage Willows Camp. Arrived at 12:00 noon. Pleasant lunch. Spent afternoon getting better acquainted with other members of the party and the camp location.

"October 2, Monday: Up at 4:00 a.m. in order to catch early tide for trip to the marshes by daylight. Had to travel several miles to shooting location. The shores of James Bay are composed of miles and miles of tidal marshlands, providing a great resting and feeding area for thousands of blue and snow geese. There are thousands of pintails and black ducks, too, with a sprinkling of blue wing teal.

"Early morning shoot very successful. Each man in the party took five geese, mostly blues. Excellent lunch, prepared by guides, of hot tea, hot soup and sandwiches. Returned to Cabbage Willows by mid-afternoon. Our Chef, Robert, tonight prepared "Escargots" in wine sauce.

"October 3, Tuesday: Arose a bit earlier today. Saw more ducks, pintails and blacks mostly. Each member of the party again took five geese, along with a few ducks.

"October 4, Wednesday: Today I was invited by Constable Norman W. Ross of the Canadian Mounted

Police to join him and his guide, Ron, on a trip to a preserve where only the Crees are allowed to shoot. We saw thousands of geese and ducks. Spent a very profitable day observing and photographing their flights.

"October 5, Thursday: Up early this morning for return flight to Lac Quimet Club. Stayed overnight at Lac du Loon.

"October 6, Friday: Flew from Lac du Loon to Lac Quimet. Drove to Montreal, after saying goodbye to some wonderful hunting companions. Flew TCA to Toronto. Cleared customs. Arrived at O'Hare Field 5:30 p.m."

Not in the notebook, however, is a record of Millie's insistence on my arrival that I was the one who had to pluck the geese and get them ready for the freezer. I did so reluctantly, figuring I'd done enough for her by bringing them home. I tried to explain to her that I wouldn't dare ever face my Cree friends again if it ever got out that I had done squaw's work. To which my sweet little wife said: "I won't tell 'em if you won't." C'est la guerre marital.

Not Too Late

Now, for the benefit of you lag-gard provisioners of the Thanksgiving table, here's a run-down on where you can still shoot geese—if not for Thanksgiving, for Christmas or New Year's. The best hunting, of course, is to be found on the shores of James Bay where hordes of birds congregate after their housekeeping and family-raising chores are ended, before beginning their southern migration as the ice begins to form in this vast country.

On their flights south, they can be hunted as follows: In the Sevey marshes of Michigan, where the season runs from October 13 through December 11; In Wisconsin, October 7 through December 5 (the best spot is the Horicon Marsh, where the limit of 10,000 geese this year was taken in the first 10 days of the season); In Indiana, there is a split season: October 20 through December 2 and December 21 through December 30. Best spots, the lakes and marshes of the northern 1/3 of the state and along the Ohio River. In Iowa, October 7 through December 5. Best bets, the Mississippi and Mis-

souri rivers. Illinois has a split season, October 7 through October 16 and November 6 through November 26, except Williams, Alexander, Union and Jackson counties, where the season is November 6 through December 19, or until 20,000 geese are taken. Best Illinois spots, the Mississippi and Illinois rivers — and what is probably one of the world's greatest, the Cairo region. The migrating flocks winter in Louisiana coastal marshes. They may be hunted there November 10 through January 8.

Good Hunting and Fishing! (And don't let the little woman talk YOU into plucking the geese you're kind enough to provide for the table.)

Readers' Viewpoint

(Continued from page 3)

To the Editor:

We will very much appreciate your permission to reprint "The Conference—Management Tool" from the September issue of *COMMERCE*.

We will, of course, give proper credit to *COMMERCE* when this is reprinted in *INDUSTRIAL MANAGEMENT*, the monthly publication of our Chicago-based national society.

ROBERT J. WERNER

PRODUCTION MANAGER

INDUSTRIAL MANAGEMENT

To the Editor:

Have just read "The New Illinois Commercial Code and YOU" by Ray D. Henson and would like to request permission to reprint the article in the *ILLINOIS INSURANCE BROKER* magazine. Your fine magazine, of course, would receive full credit.

Your cooperation will be much appreciated.

GEORGE EATON

EXECUTIVE EDITOR

ILLINOIS INSURANCE BROKER

ILLINOIS INSURANCE DIGEST

To the Editor:

The article, "The New Illinois Commercial Code and YOU," in the October, 1961, issue of your magazine is extremely interesting.

If reprints of this article are available to Commerce Association members, I would appreciate receiving a copy.

E. X. HUMPHREY

DIRECTOR INDUSTRIAL RELATIONS

ELECTRO-MOTIVE DIVISION

GENERAL MOTORS CORPORATION

STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, JULY 2, 1946 AND JUNE 11, 1960 (74 STAT 208)

OF *COMMERCE* Magazine, published monthly at Barrington, Illinois, for October 1, 1961.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, Chicago Association of Commerce and Industry, 30 W. Monroe St., Chicago, Illinois; Editor, Alan Sturdy, 30 W. Monroe St., Chicago, Illinois.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as those of each individual member, must be given.) The Owner: The Chicago Association of Commerce and Industry, 30 W. Monroe Street, Chicago, Ill.; President, James E. Rutherford, 30 W. Monroe Street, Chicago, Ill.; Executive Officer, Thomas Coulter, 30 W. Monroe St., Chicago, Ill.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none so state) None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required by the act of June 11, 1960 to be included in all statements regardless of frequency of issue.) 10,630.

(Signed) ALAN STURDY,

Editor.

Sworn to and subscribed before me this 13th day of September, 1961.

(Seal)

(Signed) WILLIAM E. CAVELL

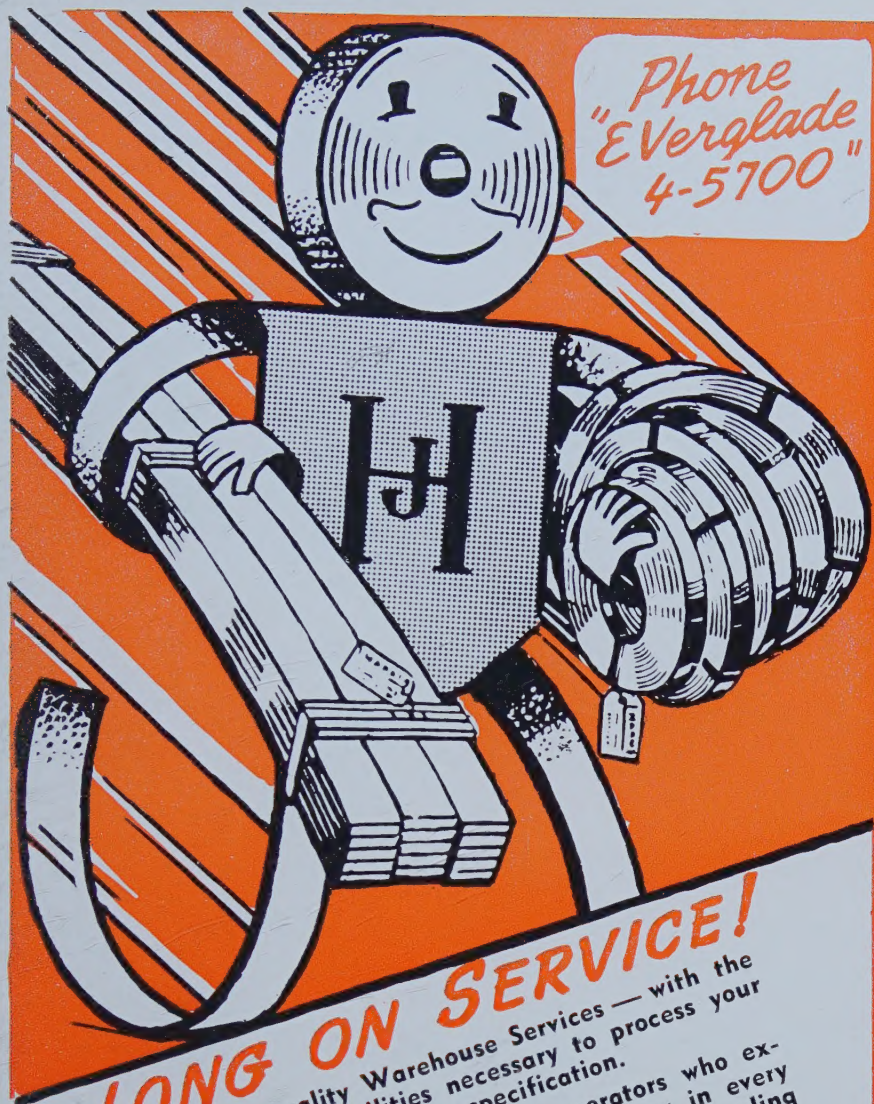
(My commission expires October 6, 1962.)

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A black and white cartoon illustration by Borg. A woman in a dress is handing a check to another woman who is holding two large boxes. The woman with the boxes is wearing a headband and a cardigan. In the background, there are two mannequins; one is wearing a long coat with a price tag of \$5. The signature 'borg' is in the bottom right corner.



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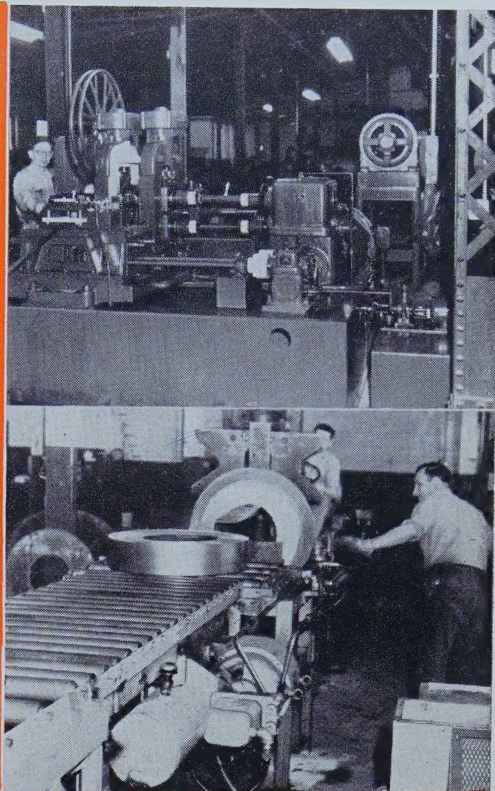
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